



PS/GO COMMITTEE #1
October 27, 2011
Briefing

MEMORANDUM

October 25, 2011

TO: Public Safety Committee
Government Operations and Fiscal Policy Committee

FROM: Essie McGuire, Senior Legislative Analyst 
Susan Farag, Legislative Analyst 

SUBJECT: **Briefing – CountyStat Overtime Report**

Today the Public Safety and Government Operations and Fiscal Policy Committees will receive a briefing on the CountyStat report on Overtime in Montgomery County Departments. This briefing will focus on the report presented at the CountyStat meeting of August 23, 2011, which included overtime data through FY11 for four departments: Montgomery County Fire and Rescue Service (MCFRS); Montgomery County Police Department (MCPD); Department of Transportation (DOT); and Department of Corrections and Rehabilitation (DOCR).

The purpose of today's briefing is for Committee members to hear the information directly from the departments, understand some of the issues that CountyStat and the departments have focused on over the course of this review, and understand how CountyStat and the Executive branch plan to continue monitoring this important issue. The relevant Committees will follow-up if necessary to address issues specific to the individual departments' overtime.

The following individuals will be present to brief the Committees:

- Fire Chief Richard Bowers
- Police Chief Thomas Manger
- Arthur Holmes, Director, Department of Transportation (DOT)
- Robert Green, Warden, Department of Corrections and Rehabilitation (DOCR)

BACKGROUND

CountyStat began reviewing overtime as a cross-departmental issue in the spring of 2008 and has followed up with quarterly reviews since as well as some reviews focusing more specifically on certain departments. The originally stated goals of this review were to more closely monitor and analyze departmental payroll information, identify departmental issues related to overtime, and develop strategies to manage the overtime processes where necessary.

CountyStat has focused much of its work on these four departments, which tend to be the highest users of overtime. The August briefing became the focus of a great deal of attention due in part to the FY11 overtime experience of some of the departments.

It is important to note that the data in the CountyStat presentations may not always match exactly to final reconciled department costs or reports. CountyStat captures data at the time of its quarterly analysis and sometimes has to estimate certain elements. CountyStat also does not capture certain accounting issues such as overtime charged to other departments. As a rule, CountyStat goes back to reconcile its data with finalized departmental information. However, with implementation of the new data system, there will be a period of time that cannot be reconciled between the two systems. These data differences are generally small and do not affect the overall macro and trend information.

AUGUST BRIEFING

The briefing documents from the August 23 meeting are attached and will form the basis for today's presentation. Council staff highlights below some aspects of the presentation.

Overtime use trends

- Circles 4-8 show the overtime use trends by department since FY07. The trend graphs show that DOCR and MCPD have generally more consistent overtime use trends, while MCFRS and DOT show more fluctuations in their overtime use.
- Circle 6 shows the linear trend lines for each department. This chart shows that overall, overtime use has decreased during the period of the CountyStat review for three of the departments but has increased for DOT.
- **For FY11, all four departments show an increase in overtime use compared to the previous year.** Each department has specific factors contributing to this increase.
- Circles 14, 24, 36, and 46 show individual department overtime, annual leave, and sick leave hours. In general, there does not seem to be any clear correlation between the use of types of leave (annual, sick, and furlough) and overtime. MCFRS and DOCR periodically show some correlation between the use of leave and increased overtime, although these trends do not remain consistent.

Overtime use compared to budget

- **For FY11, each department spent more in actual overtime than was budgeted. The amount over budget varied greatly,** with MCPD the least percent over budget and DOT the most percent over budget. Again, each department had specific factors contributing to the overtime expenditures.

- As noted above, the FY11 figures presented here are estimates and do not reflect the final year-end totals.
- Overtime is one element of a department's personnel expenditures, and it is also important to review overtime expenditures in the context of other budget components. Council staff understands that CountyStat will be focusing its next review on a more comprehensive analysis of other personnel budget expenditures.

Relative cost of overtime to employees

- In general, overtime is less costly than hiring a new employee, largely due to the cost of employee benefits (particularly in public safety).
- Circle 52 shows an analysis conducted by CountyStat in June 2008 comparing the cost of employees to the cost of overtime for various ranks in MCFRS. While the specific data is a few years old, it is likely that the conclusions remain true.
- An important consideration in addition to cost is employee workload. At some point, asking employees to carry too much overtime risks burnout, morale problems, and inefficiencies.

Employees' overtime earnings as a percent of salary

- One issue CountyStat has monitored over time is the percent of salary any given employee earns through overtime pay. Two related goals for the departments have been to reduce the number of employees earning 50 percent or more of their salary with overtime, and to make it more likely that higher numbers of overtime hours are earned by lower paid employees.
- **All four departments have met these goals, showing overall low numbers of employees earning high percents of their salaries, and filling overtime with lower paid employees to the extent possible.**
- In some cases, it may be unavoidable to have individuals earning a high percent of salary on overtime. Examples include employees with several skill sets or certifications that can fill multiple staffing needs, as well as employees who volunteer for overtime. As a rule, department heads prefer to avoid forced overtime if volunteers are available.

NEXT STEPS

- The memorandum detailing the follow-up identified from the August briefing is attached at circle 51, and indicates an emphasis on reviewing overtime within the context of departments' overall personnel budgets and expenditures. Council staff understands that the next CountyStat briefing will likely be in early December and will focus on DOT and MCFRS.
- **Councilmembers may want to receive and review future CountyStat briefing materials on the issue of overtime and monitor the identified follow-up action items.** This would keep Councilmembers informed of ongoing developments on these issues.
- The individual committees which review these departments will be able to more closely review the individual department dynamics affecting overtime use, if necessary, both prior to and during FY13 budget discussions.

Overtime in Montgomery County Departments

CountyStat Meeting #12
August 23, 2011



Meeting Purpose

- **Monitor overtime use within MCFRS, MCPD, DOT, and DOCR**
 - Ensure proper management and cost effectiveness of overtime use
 - Examine the effect of current departmental practices and changes to those practices on overtime use
 - Review the effect of specific occurrences on departmental overtime
- **Review U.S. Open Impact on Overtime**



Update

Impact of ERP on Future Overtime Meetings

Since the last overtime meeting, CountyStat has been given access to a new data system.

- Data included in this presentation includes all overtime hours and dollars charged to each department
- The 7/2/2011 pay period data is from a different system than all other pay period data. Final numbers may change modestly.
- This overtime meeting will re-incorporate analysis on:
 - Overtime as a % of total County salary (High OT Earners)
- The following pay elements are included in this analysis:

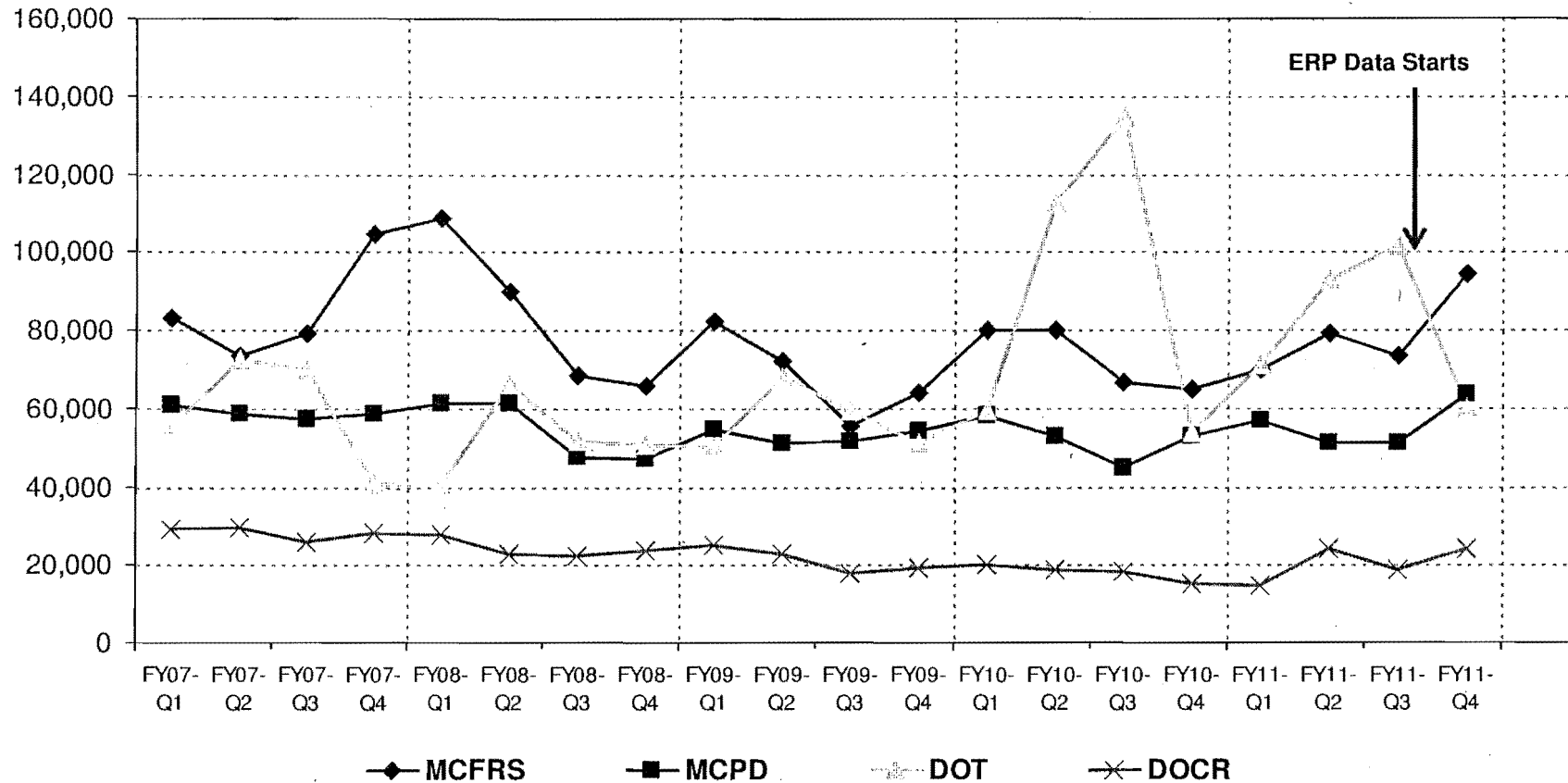
Data Element	Legacy HCM	ERP-HCM
Overtime	OTP, OT2, OTH, OTL	MCG OT GD 25 Above MCG Overtime Pay MCG Overtime 0.5x* MCG Overtime Lunch*
Annual Leave	ANL	MCG Annual Lv FMLA Taken MCG Annual Lv Parental Taken MCG Annual Lv Unscheduled Taken MCG Annual Taken
Sick Leave	SKL, FSL	MCG Family Sick Leave FMLA Taken MCG Family Sick Leave Taken MCG Sick FMLA Taken MCG Sick Lv Parental Taken MCG Sick Lv Unscheduled Taken
Furlough Leave	FUR	MCG Furlough Taken
Comp Leave Supplemental	--	MCG Comp Lv Supp Taken

**Only used for analysis on slides 6 and 7 (Overtime Use Trend) and departmental quarter-by-quarter summaries.*



Overtime Use Trend Hours Per Quarter

With the U.S. Open Included



FY11 Q3 data (starting 12-19-2011) is being extracted from a new system.



Earning codes OTP, OT2, OTH, and OTL.

Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

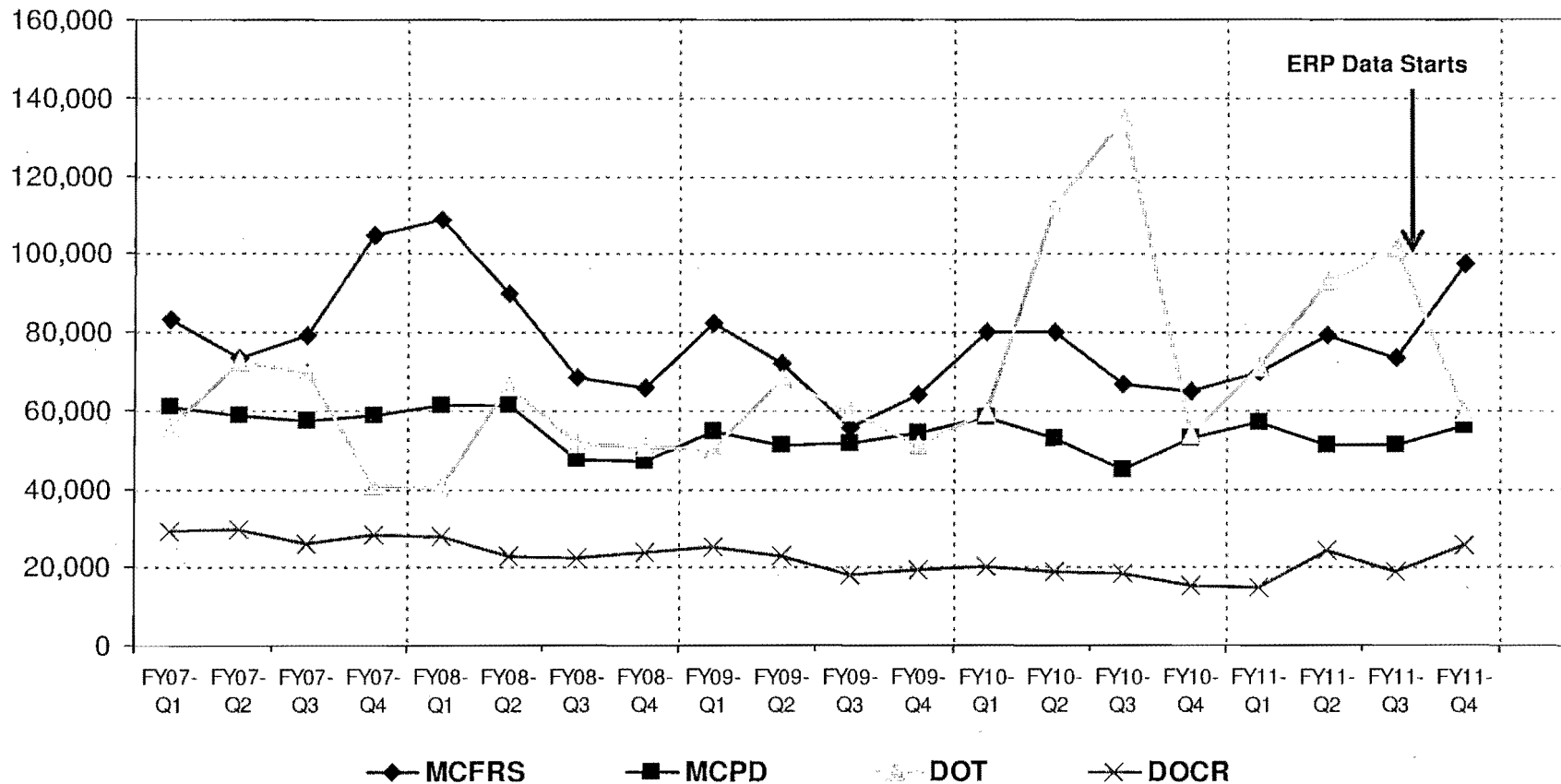
Overtime #12

8/23/2011

CountyStat

Overtime Use Trend Hours Per Quarter

Without the U.S. Open Included



FY11 Q3 data (starting 12-19-2011) is being extracted from a new system.



Earning codes OTP, OT2, OTH, and OTL.

Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

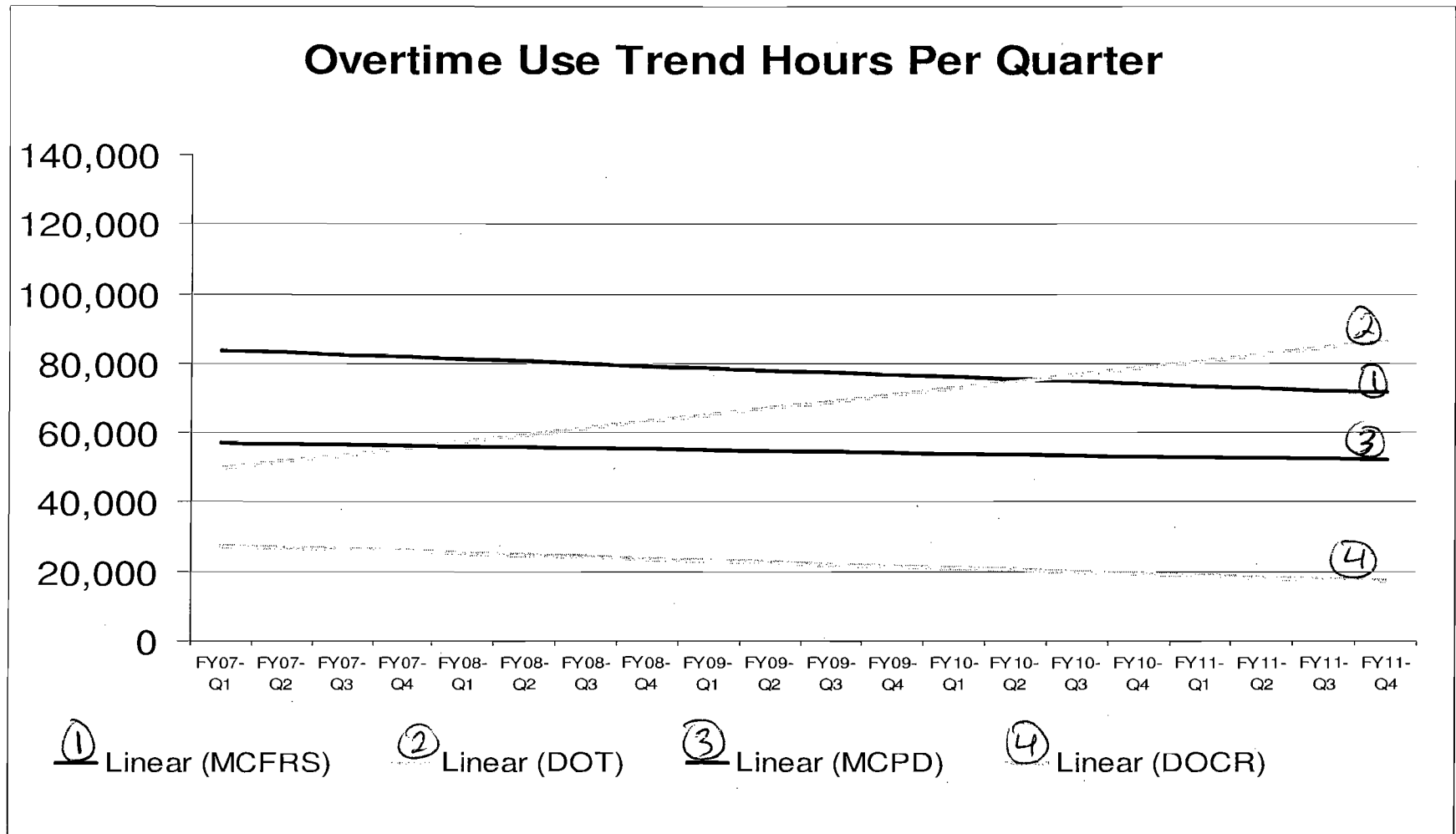
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CountyStat

Overtime Use Trend Line Hours Per Quarter

With the U.S. Open Included



Earning codes OTP, OT2, OTH, and OTL.

Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

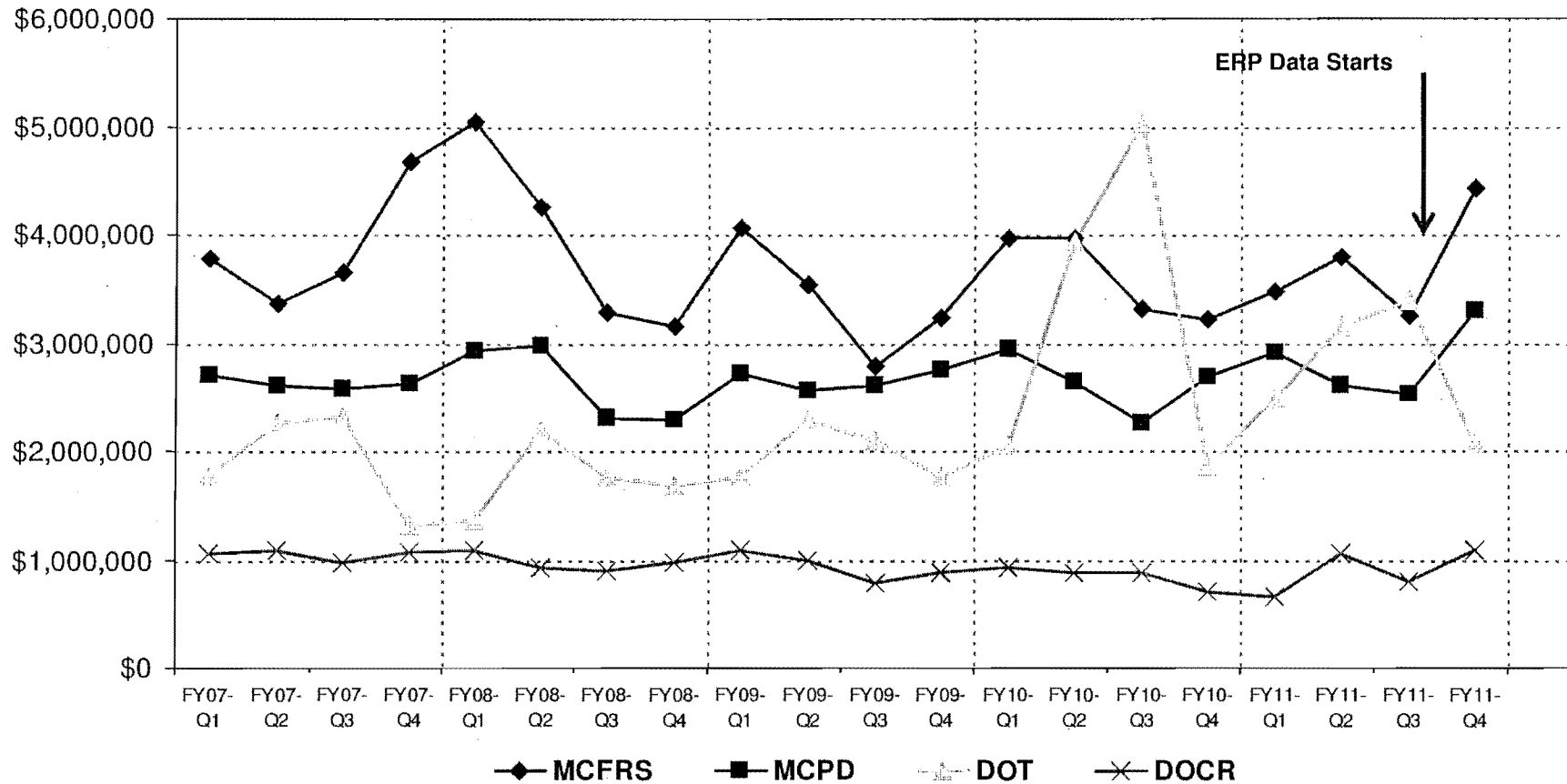
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Overtime Use Trend Cost Per Quarter

With the U.S. Open Included



FY11 Q3 data (starting 12-19-2011) is being extracted from a new system.



Earning codes OTP, OT2, OTH, and OTL.

Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

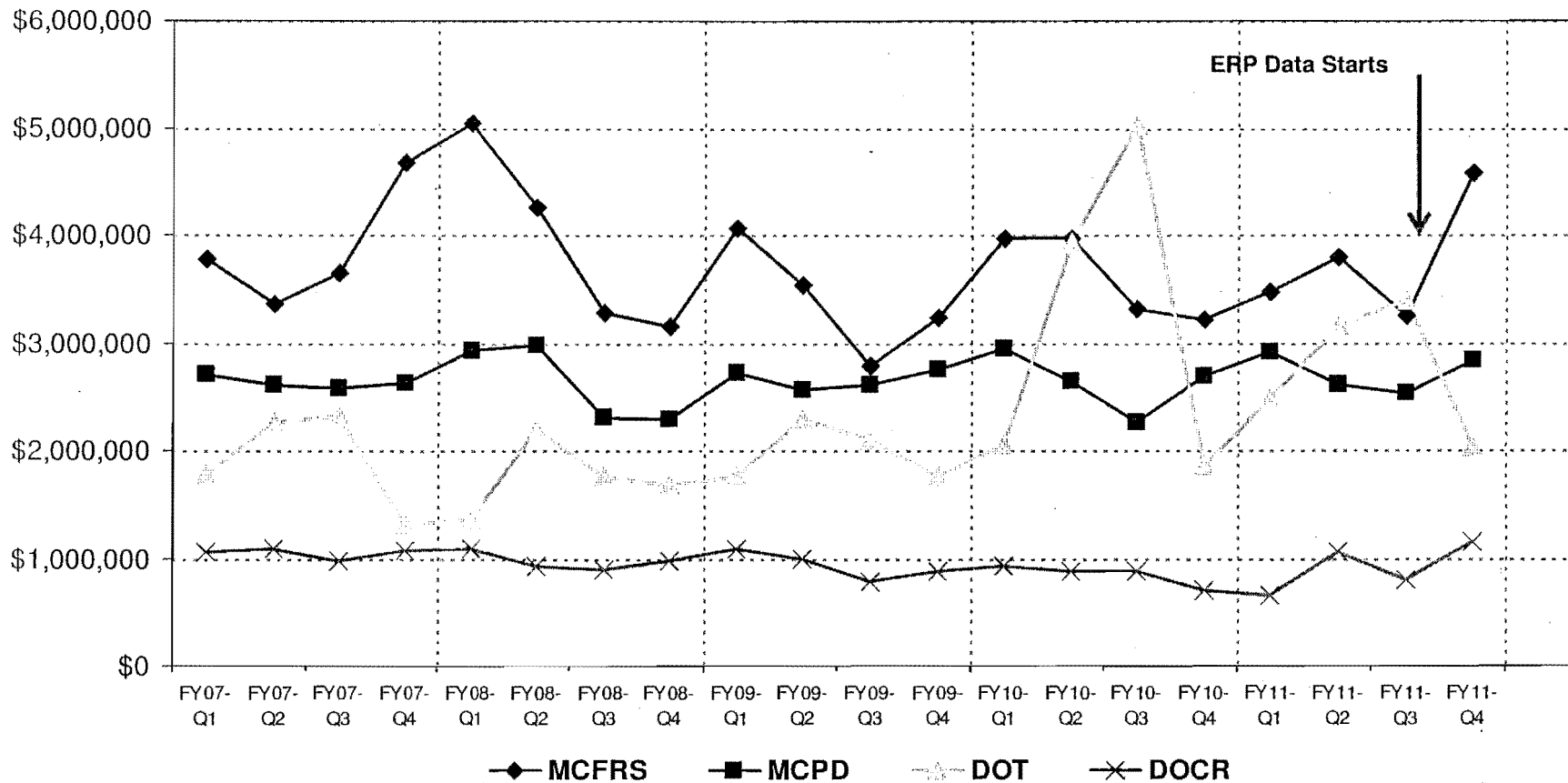
Overtime #12

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CountyStat

Overtime Use Trend Cost Per Quarter

Without the U.S. Open Included



FY11 Q3 data (starting 12-19-2011) is being extracted from a new system.



Earning codes OTP, OT2, OTH, and OTL.

Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

Overtime #12

8/23/2011



Overtime Update: MCFRS

Departmental Summary of Events

FY11 Overtime Budget	FY11 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
\$9,756,378	\$14,380,000 Estimates (\$68,338)**	147% Estimates	26.1 (100% of FY – estimated last 2 PP's)
Code Enforcement: N/A	\$286,000*	N/A	N/A
Grants (currently open): \$1,157,701	(all years) \$580,000	N/A	N/A

Developments in overtime use and management

Efforts to reduce overtime

- Administrative chiefs covering shifts in the field
- Eliminated one of two EMS duty officer shift positions staffed 24/7
- Offering required training online during regular hours

Identified overtime drivers

- Staffing deficiencies for officers, master FFs, paramedics, and training staff
- Leave approval cap in collective bargaining agreement
- Vacancies in officer, driver, training and paramedic positions
- Need to backfill new paramedic trainees
- US Open staffing



* Amount is included in the overall dollars reported above. ** U.S. Open amount included above.

Overtime #12

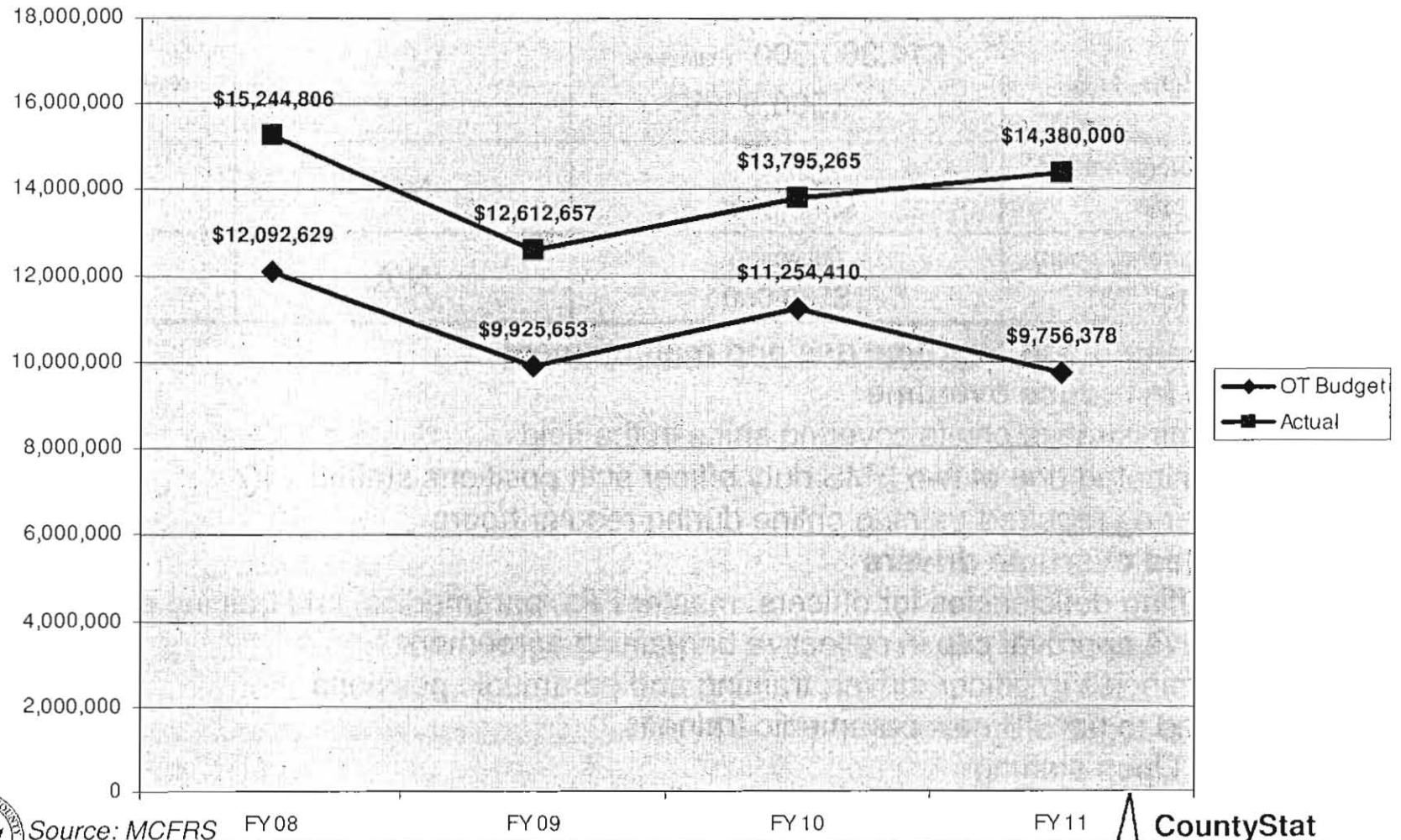
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CountyStat

Overtime Update: MCFRS

Departmental Summary of Events

MCFRS Overtime



Source: MCFRS

Overtime #12

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CountyStat

Overtime Update: MCFRS

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	82,327	80,050	69,804	-2.8%	-12.8%	-15.2%
Quarter 2 10/1 to 12/31	71,980	79,920	79,016	11%	-1.1%	9.8%
Quarter 3 1/1 to 3/31	55,355	66,767	69,216	20.6%	3.7%	25.0%
Quarter 4 4/1 to 6/30	63,947	64,734	99,185	1.2%	53.2%	55.2%
Total	273,609	291,471	317,221	6.5%	8.8%	15.9%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.



Overtime Update: MCFRS

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	\$4,059,819	\$3,963,623	\$3,476,033	-2.4%	-12.3%	-14.4%
Quarter 2 10/1 to 12/31	\$3,538,729	\$3,975,449	\$3,784,644	12.3%	-4.9%	6.9%
Quarter 3 1/1 to 3/31	\$2,777,947	\$3,314,025	\$3,255,337	19.3%	-1.8%	17.2%
Quarter 4 4/1 to 6/30	\$3,225,968	\$3,210,389	\$4,662,492	-0.5%	45.2%	44.5%
Total	\$13,602,463	\$14,463,486	\$15,176,164	6.3%	4.9%	11.6%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.



Overtime Update: MCFRS

Overtime Pay as a Percent of Total County Salary

Number of Employees in Each Range*

Range	Pro-rated Total County Salary**				Total County Salary (FY11-Q4)
	FY10-Q3	FY11-Q1	FY11-Q3	FY11-Q4	
0-25%	1,027 82%	992 81%	895 75.6%	834 70.3%	1,086 91.5%
26-50%	185 15%	204 17%	215 18.2%	273 23.0%	97 8.1%
51-75%	42 3.3%	30 2.44%	58 4.9%	67 5.6%	4 0.3%
76%+	3 0.2%	2 0.16%	16 1.35%	13 1.1%	0
Average %	13.20%	13.32%	16.20%	18.14%	9.77%
Total employees	1,257	1,228	1,184	1,187	1,187

So far in calendar year 2011, the average MCFRS employee earned overtime worth 9.7% of the value of their total county salary.



*Regular, full-time employees who were actively employed.

** Overtime earnings as a percent of total county salary earned so far as of 7/2/2011 Pay Period

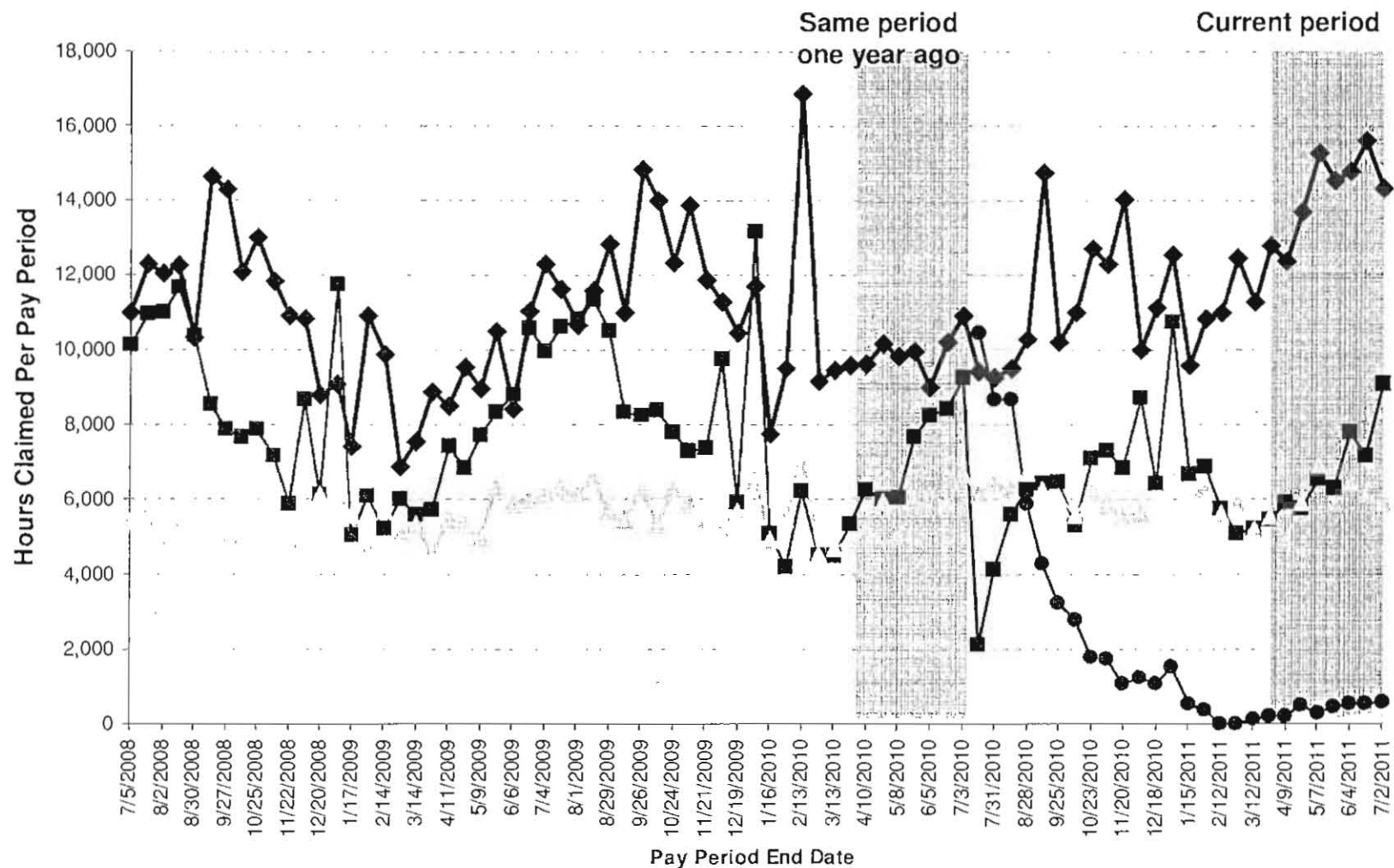
Overtime #12

8/23/2011

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Overtime Update: MCFRS

Total Overtime, Annual Leave, and Sick Leave Hours

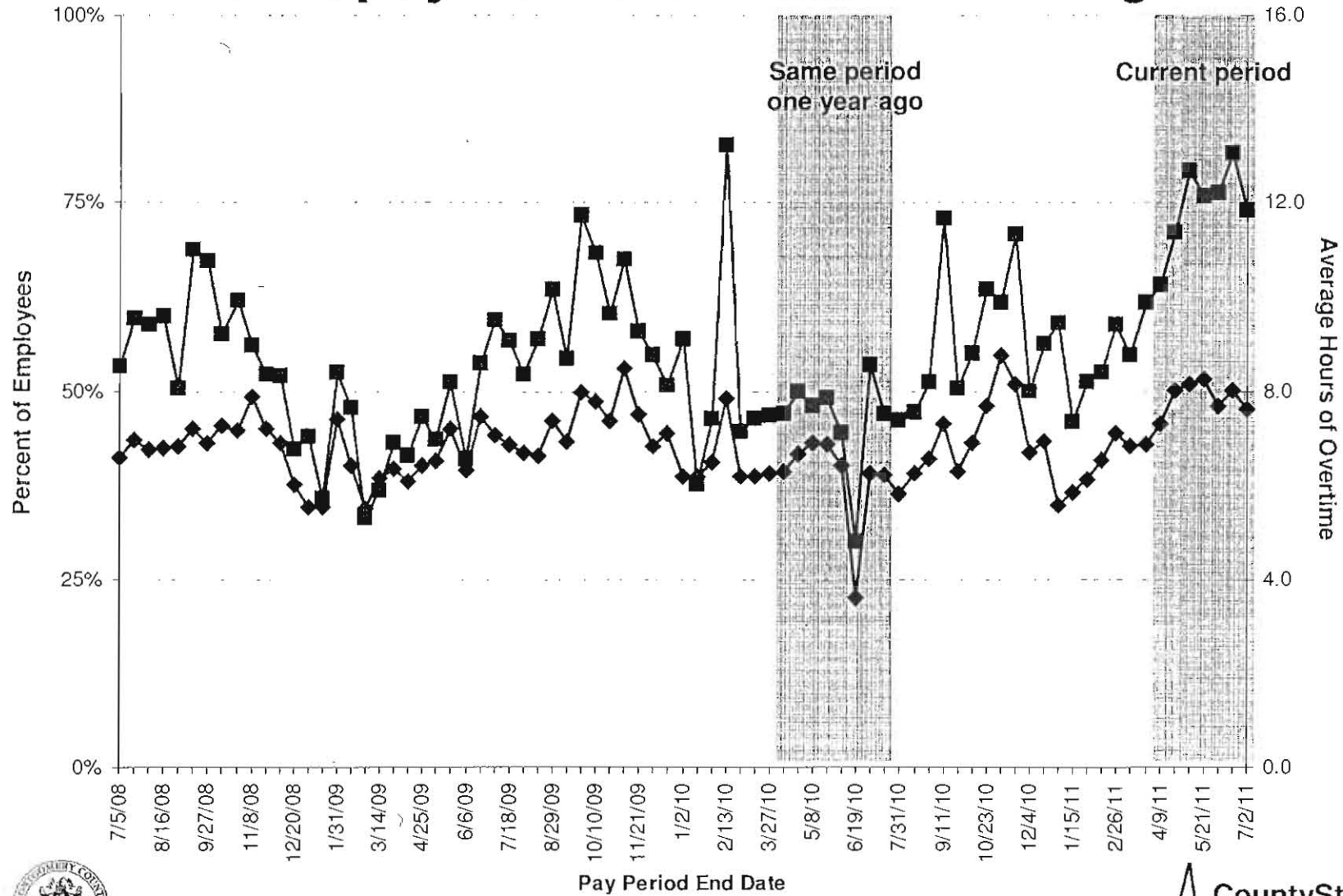


- ◆ Total overtime hours (OTP and OT2)
- Total hours of annual leave (ANL)
- ▲ Total hours of sick leave (SKL and FSL)
- Total hours of furlough (FUR)

Note: Starting in FY11 Q1, CountyStat will be tracking furlough hours in addition to the leave already tracked.

Overtime Update: MCFRS

Percent of Employees with Overtime and Average Hours



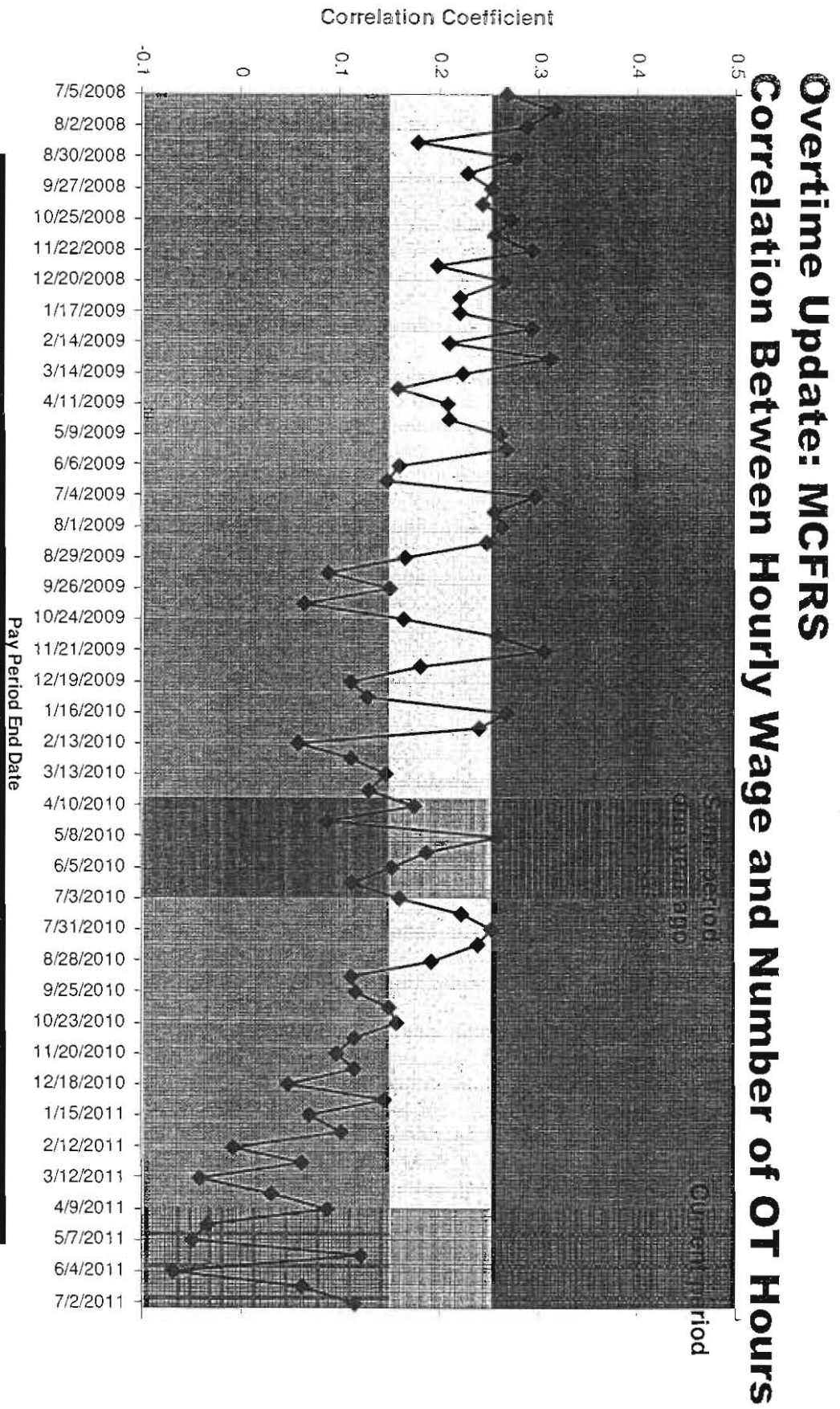
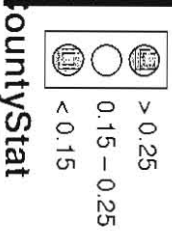
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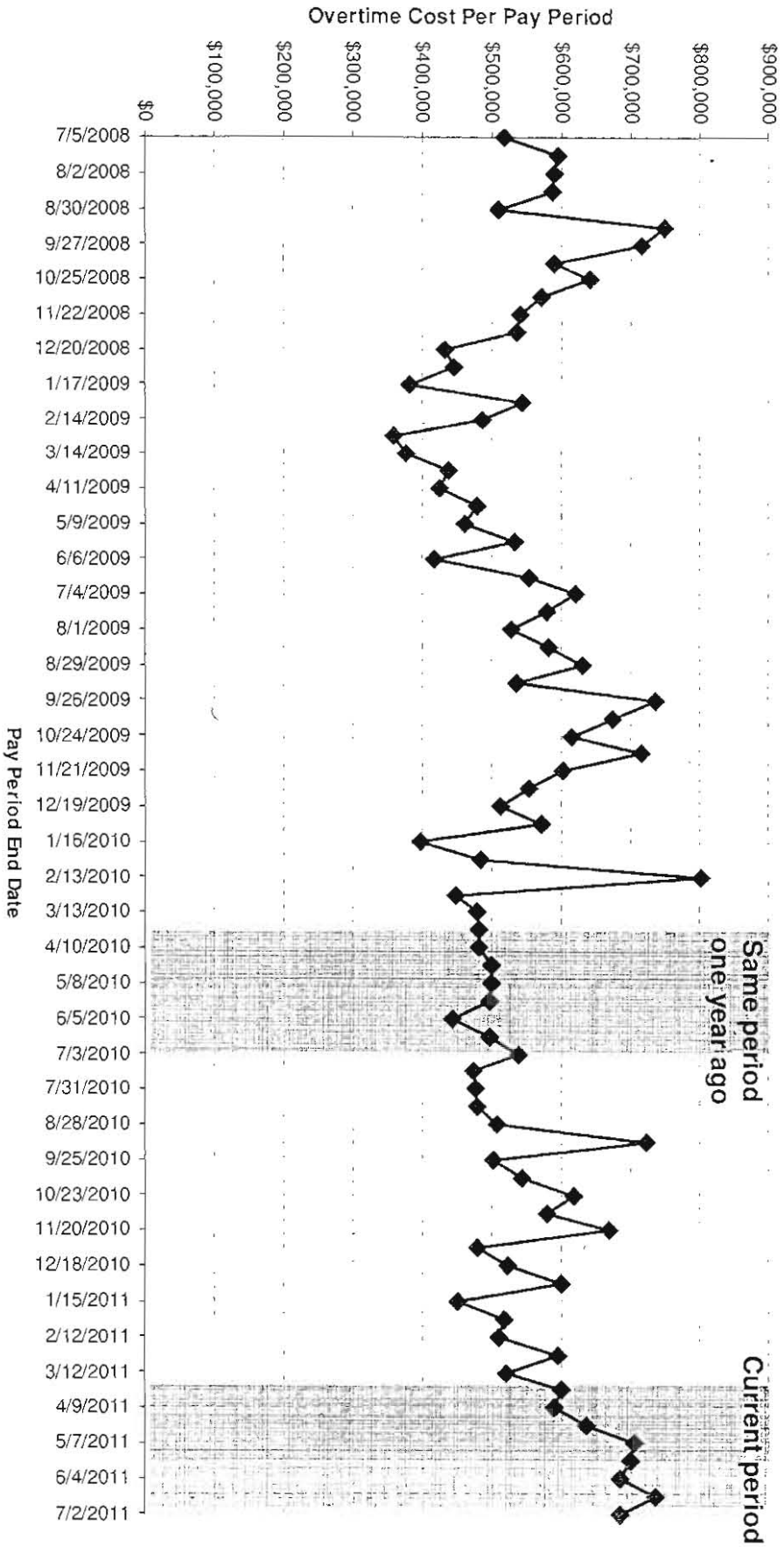
Overtime #12

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In the long run it is always cheaper to fill positions with available staff through overtime, this assumes equivalent pay bands of personnel. The following slide shows that MCFRS has recently been filling overtime with similar or cheaper personnel.



Overtime Update: MCFRS Total Overtime Cost



Overtime #12

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CountyStat

Overtime Update: MCPD

Departmental Summary of Events

FY11 Overtime Budget	FY11 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
\$10,525,700	\$10,808,230* (\$617,223)** Estimates	103% Estimates	26.1 (100% of FY – estimated last 2 PP's)
Grants: \$727,750	\$431,740	59.3%	26.1 (100% of FY)

**FY11 YTD Overtime Expenditure includes two unbudgeted details; U.S. Open (\$617,223) and Silver Spring Veterans plaza (\$300,350)*

***US Open overtime*

Developments in overtime use and management

- Overtime associated with the U.S. Open golf tournament in June
- Continuation of the overtime detail in the Silver Spring CBD (in place throughout FY11)
- Anticipated savings due to the change in State law requiring the recipient of a traffic citation to request a court date is lower than expected—this is due to a delay in the full effect of this change that became effective in January 2011
- All overtime is reported bi-weekly by division directors at Chief's Staff in open forum
- Minor criminal offenses and some traffic offenses are now diverted by the SAO for community service (ACS) eliminating court appearance by officer



Overtime Update: MCPD

With the U.S. Open Included

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	54,704	58,028	56,693	6.1%	-2.3%	3.6%
Quarter 2 10/1 to 12/31	51,047	52,563	51,093	3.0%	-2.8%	0.1%
Quarter 3 1/1 to 3/31	51,322	44,494	49,316	-13.3%	10.8%	-3.9%
Quarter 4 4/1 to 6/30	53,954	52,710	66,399	-2.3%	26.0%	23.1%
Total	211,027	207,795	223,501	-1.5%	7.6%	5.9%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)

Pay periods that cross quarters have been prorated between the two quarters.



Overtime Update: MCPD

Without the U.S. Open Included

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	54,704	58,028	56,693	6.1%	-2.3%	3.6%
Quarter 2 10/1 to 12/31	51,047	52,563	51,093	3.0%	-2.8%	0.1%
Quarter 3 1/1 to 3/31	51,322	44,494	49,316	-13.3%	10.8%	-3.9%
Quarter 4 4/1 to 6/30	53,954	52,710	55,843	-2.3%	5.9%	3.5%
Total	211,027	207,795	212,945	-1.5%	2.5%	0.9%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.



Overtime Update: MCPD

With the U.S. Open Included

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	\$2,715,085	\$2,942,878	\$2,912,611	8.4%	-1.0%	7.3%
Quarter 2 10/1 to 12/31	\$2,557,828	\$2,637,184	\$2,603,853	3.1%	-1.3%	1.8%
Quarter 3 1/1 to 3/31	\$2,615,087	\$2,262,113	\$2,526,717	-13.5%	11.7%	-3.4%
Quarter 4 4/1 to 6/30	\$2,744,106	\$2,682,267	\$3,446,322	-2.3%	28.5%	25.6%
Total	\$10,632,106	\$10,524,442	\$11,489,503	-1.0%	9.2%	8.1%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)

Pay periods that cross quarters have been prorated between the two quarters.



Overtime Update: MCPD

Without the U.S. Open Included

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	\$2,715,085	\$2,942,878	\$2,912,611	8.4%	-1.0%	7.3%
Quarter 2 10/1 to 12/31	\$2,557,828	\$2,637,184	\$2,603,853	3.1%	-1.3%	1.8%
Quarter 3 1/1 to 3/31	\$2,615,087	\$2,262,113	\$2,526,717	-13.5%	11.7%	-3.4%
Quarter 4 4/1 to 6/30	\$2,744,106	\$2,682,267	\$2,834,683	-2.3%	5.7%	2.3%
Total	\$10,632,106	\$10,524,442	\$10,877,865	-1.0%	3.4%	2.3%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.



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Overtime Update: MCPD

With the U.S. Open Included

Overtime Pay as a Percent of Total County Salary

Number of Employees in Each Range*

Range	Pro-rated Total County Salary**				Total County Salary (FY11-Q4)
	FY10-Q3	FY11-Q1	FY11-Q3	FY11-Q4	
0-25%	1,457 94%	1,441 91%	1,417 90.1%	1,404 89.1%	1,552 98.7%
26-50%	87 5.60%	120 7.61%	145 9.22%	159 10.1%	20 1.3%
51-75%	10 0.60%	12 0.76%	8 0.51%	13 .08%	
76%+	3 0.20%	4 0.25%	2 0.13%		
Average %	8.20%	9.28%	9.27%	10.38%	5.59%
Total employees	1,557	1,577	1,572	1,576	1,576

So far in calendar year 2011, the average MCPD employee earned overtime worth 5.59% of the value of their total county salary.



*Regular, full-time employees who were actively employed.

** Overtime earnings as a percent of total county salary earned so far as of 7/2/2011 Pay Period

Overtime #12

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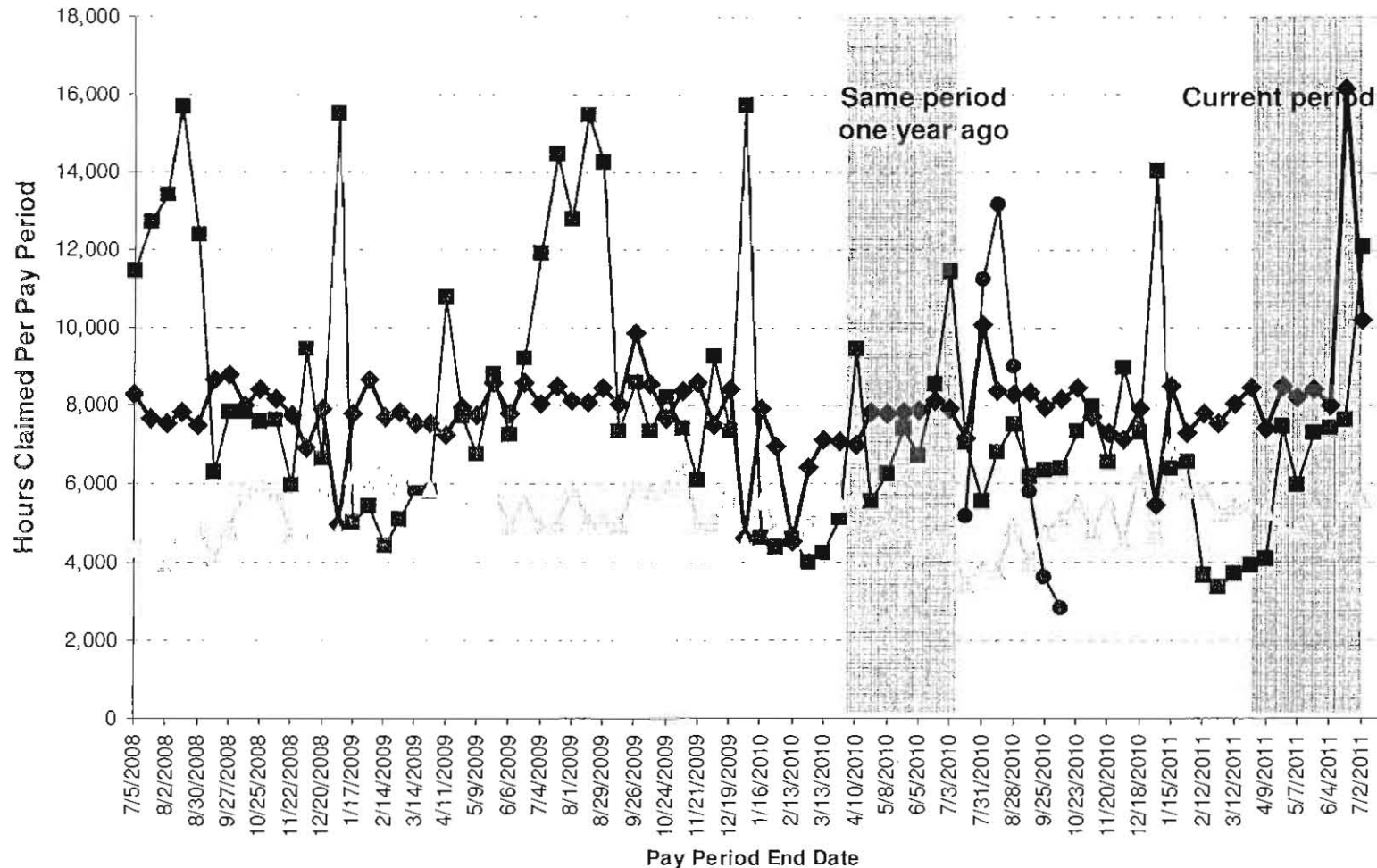
CountyStat

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Overtime Update: MCPD

With the U.S. Open Included

Total Overtime, Annual Leave, and Sick Leave Hours



◆ Total overtime hours (OTP and OT2)
 ▲ Total hours of sick leave (SKL and FSL)

■ Total hours of annual leave (ANL)
 ● Total hours of furlough (FUR)

Overtime #12

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Note: Starting in FY11 Q1, CountyStat will be tracking furlough hours in addition to the leave already tracked.

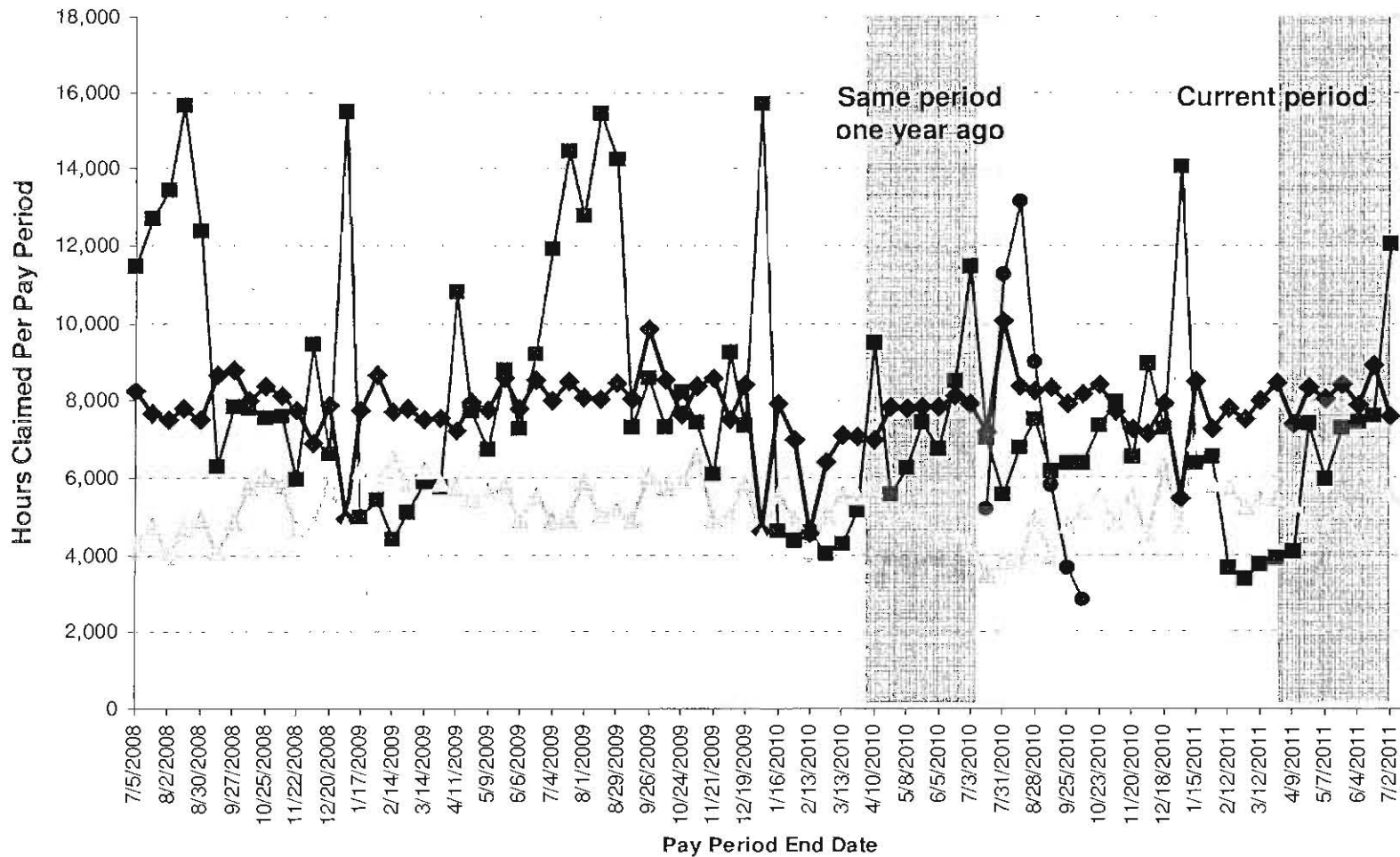
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Overtime Update: MCPD

Without the U.S. Open Included

Total Overtime, Annual Leave, and Sick Leave Hours



◆ Total overtime hours (OTP and OT2)
 ▲ Total hours of sick leave (SKL and FSL)

■ Total hours of annual leave (ANL)
 ● Total hours of furlough (FUR)

Overtime #12

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Note: Starting in FY11 Q1, CountyStat will be tracking furlough hours in addition to the leave already tracked.

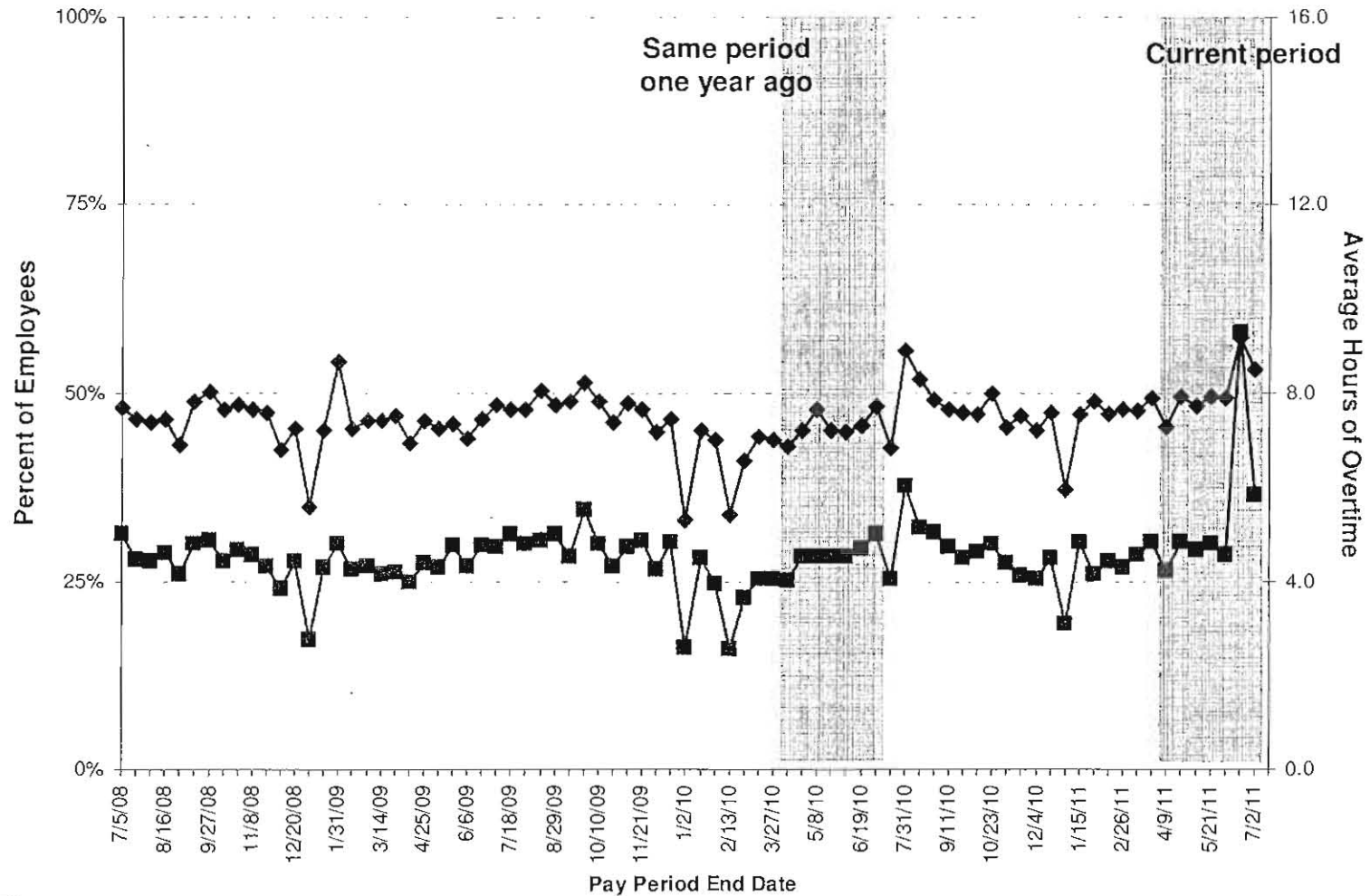


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Overtime Update: MCPD

With the U.S. Open Included

Percent of Employees with Overtime and Average Hours



◆ % that claimed overtime ■ Average overtime hours per employee
Overtime #12

8/23/2011

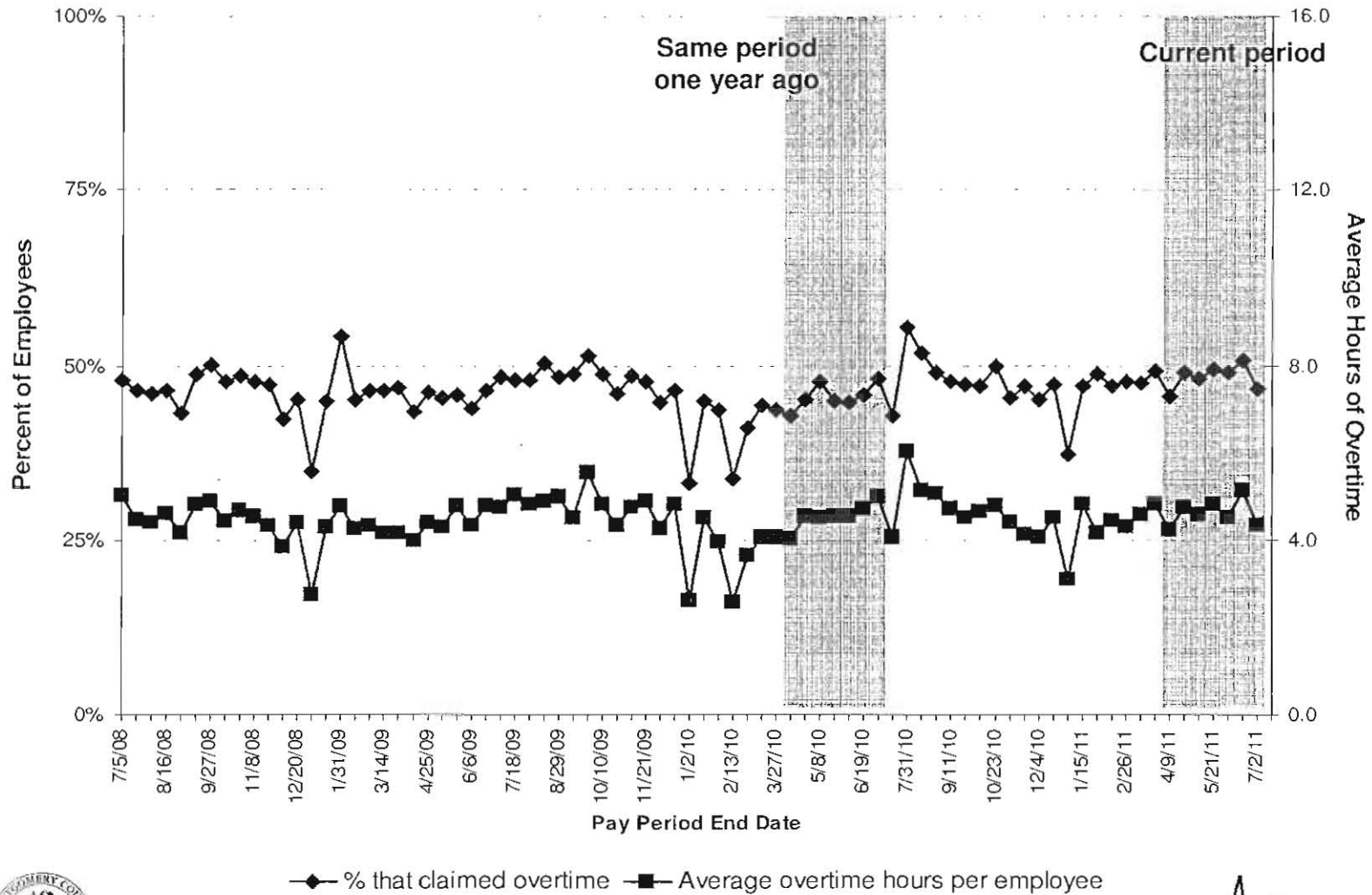
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Overtime Update: MCPD

Without the U.S. Open Included

Percent of Employees with Overtime and Average Hours



Overtime #12

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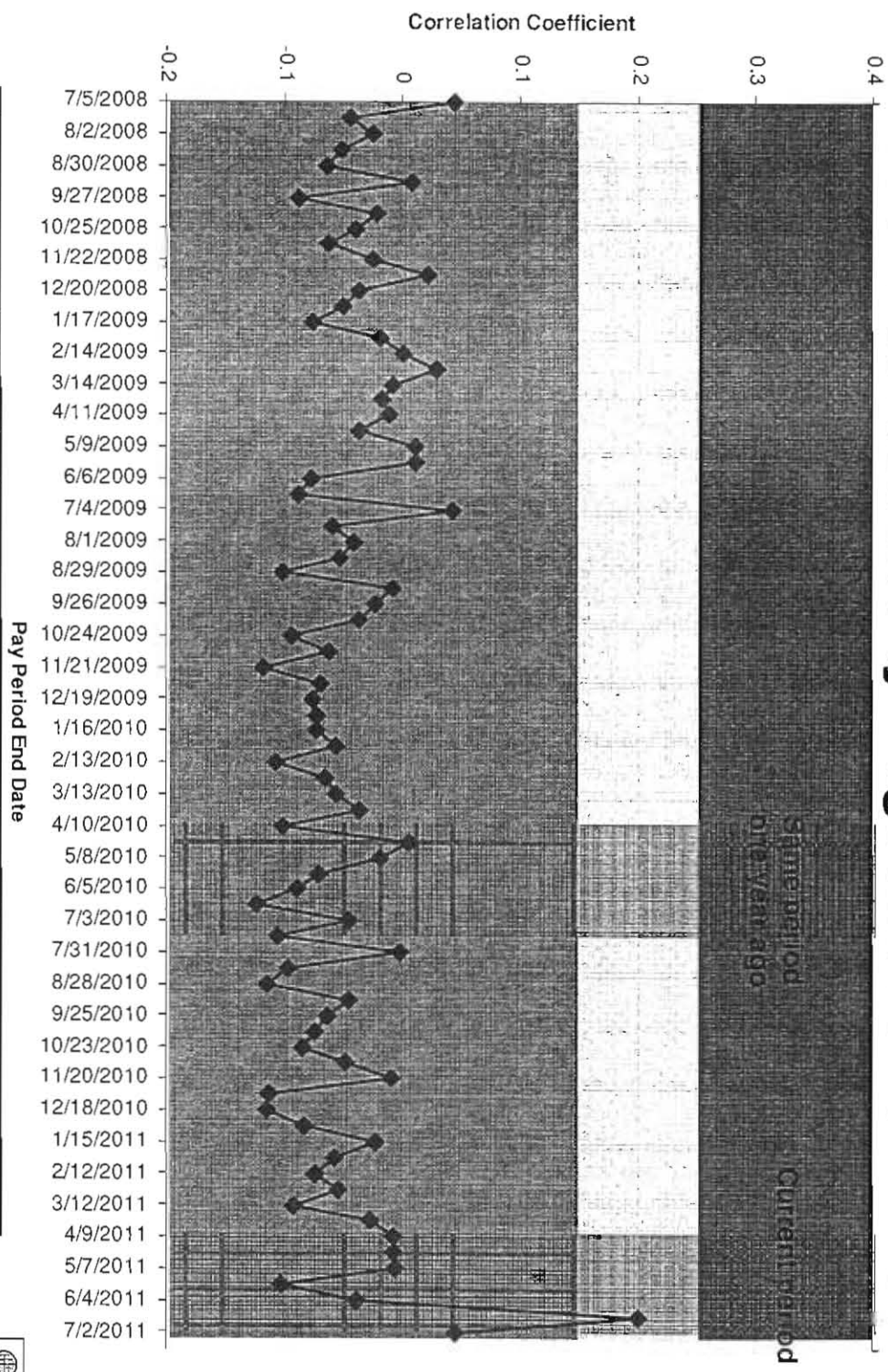
CountyStat



Overtime Update: MCPD

Correlation Between Hourly Wage and Number of OT Hours

With the U.S. Open Included

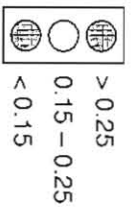


The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.

Overtime #12

8/23/2011

CountyStat

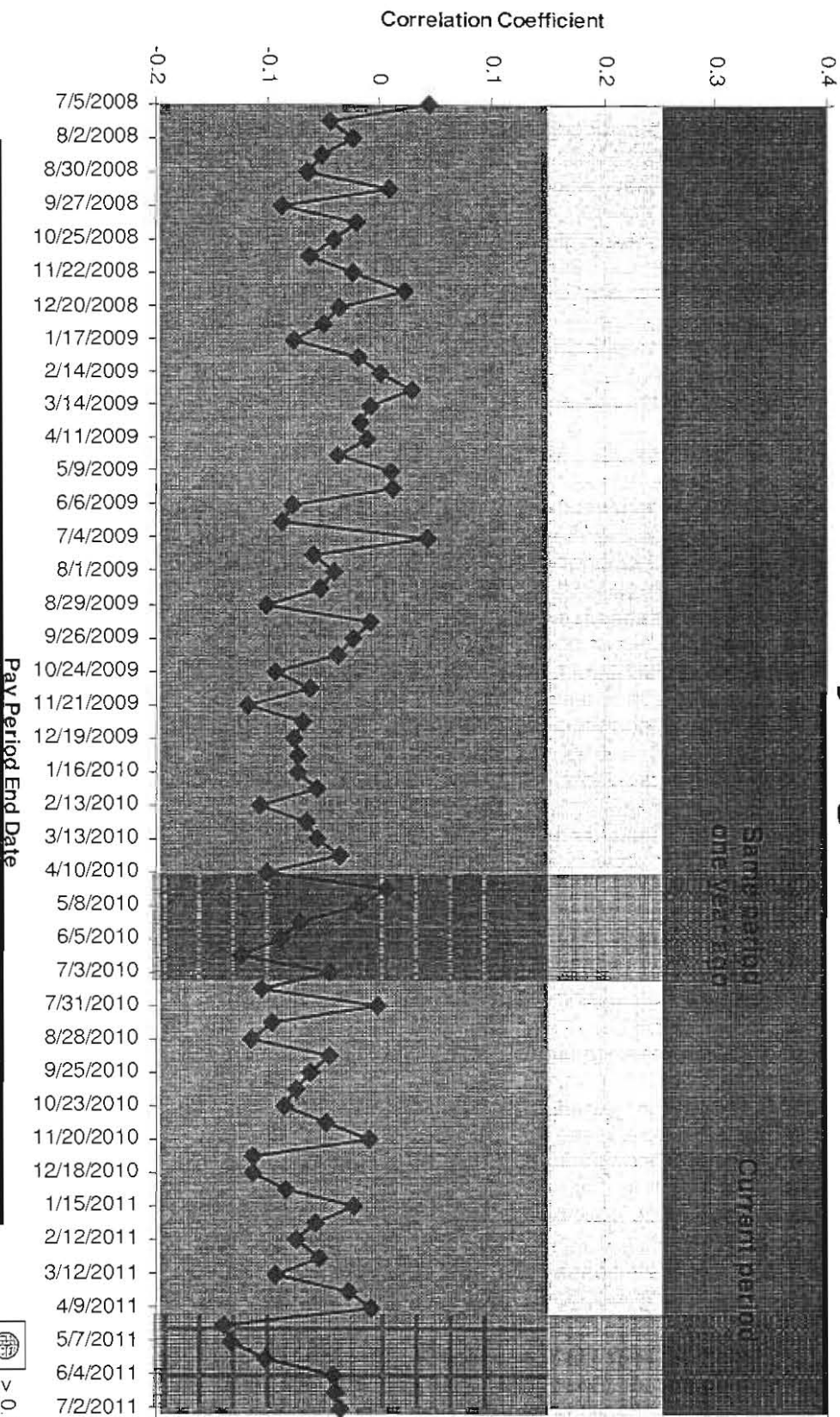




Overtime Update: MCPD

Without the U.S. Open Included

Correlation Between Hourly Wage and Number of OT Hours

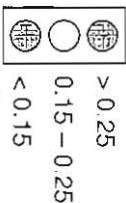


The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.

Overtime #12

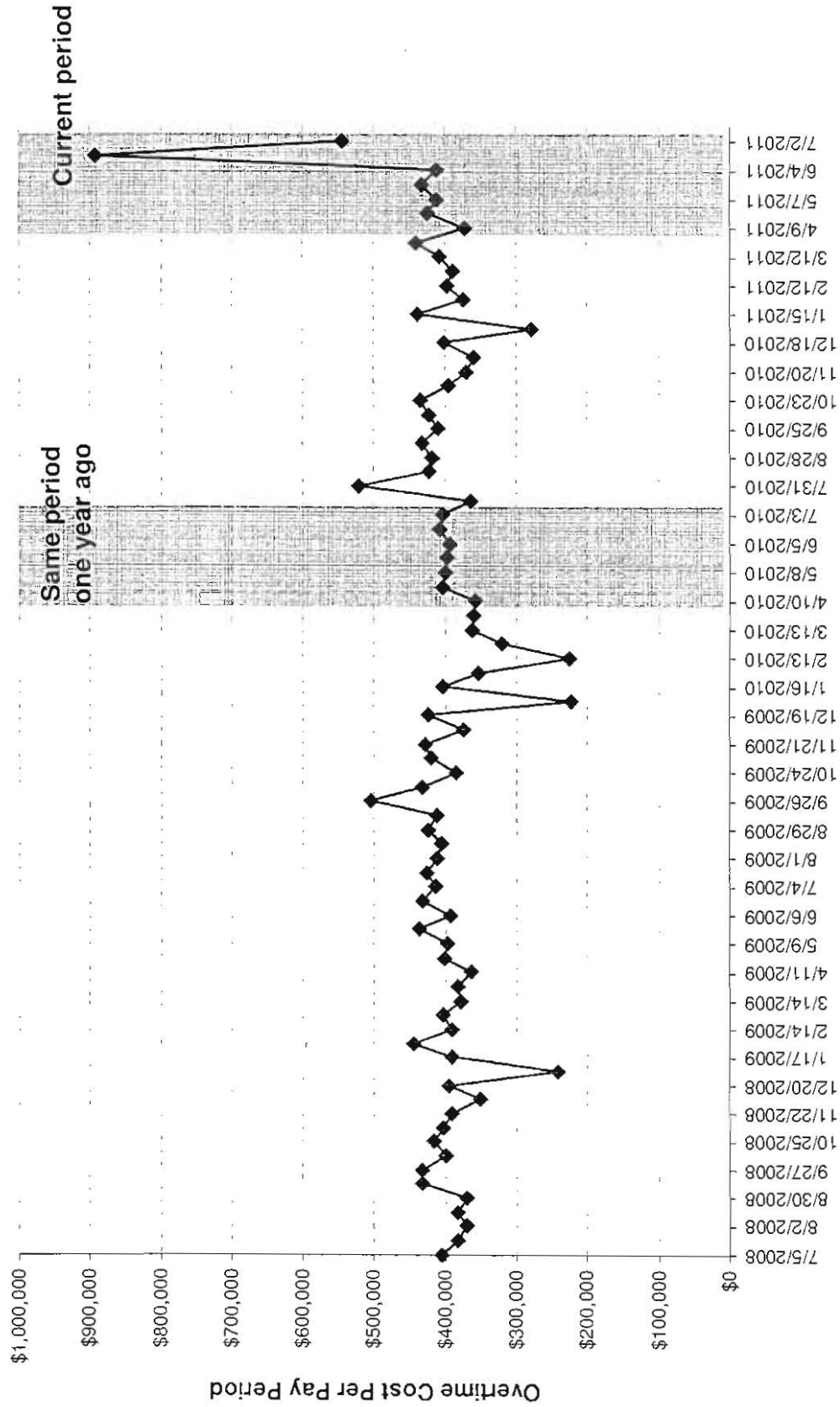
8/23/2011

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Overtime Update: MCPD Total Overtime Cost

With the U.S. Open Included



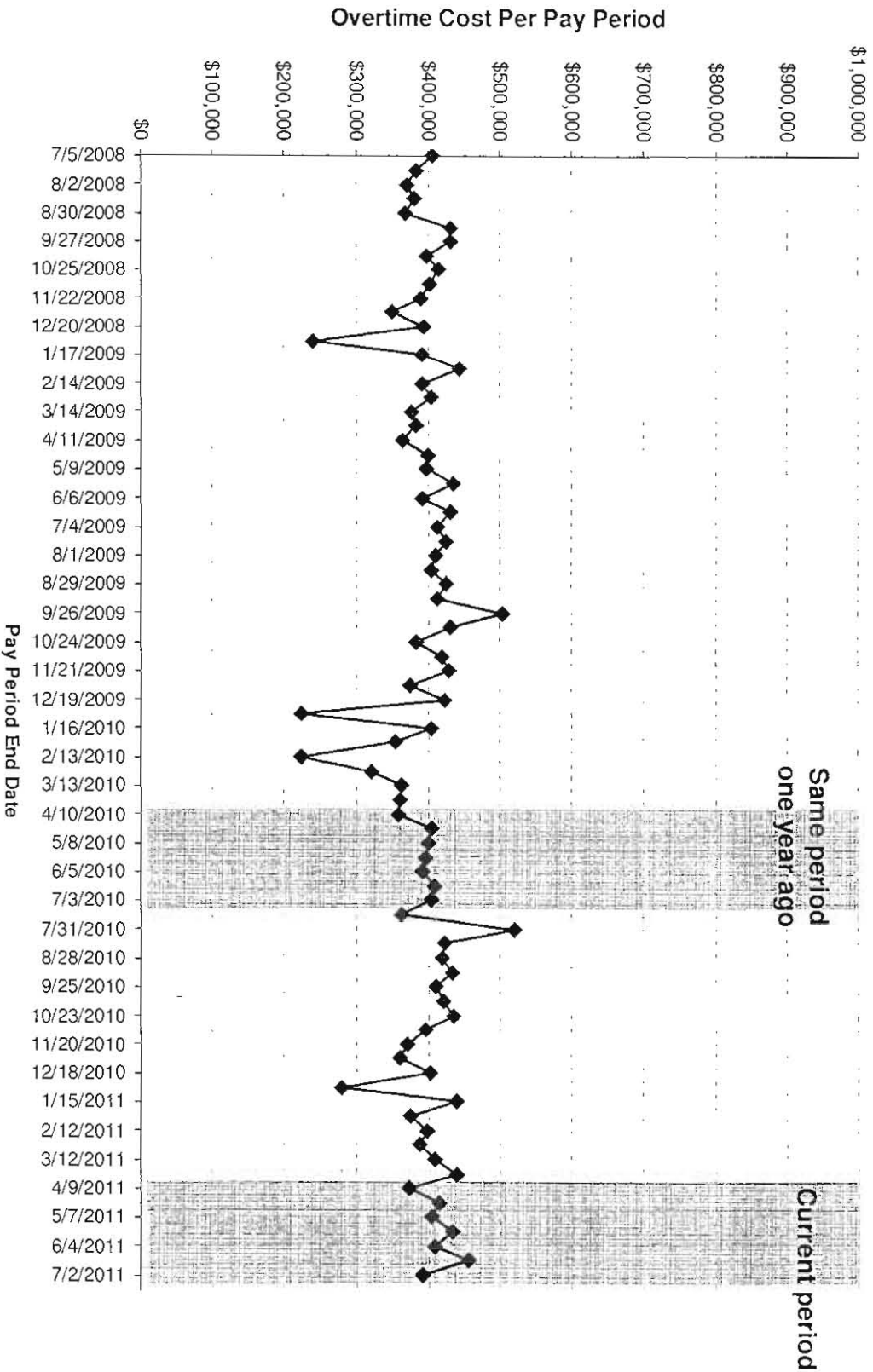
Overtime #12

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Overtime Update: MCPD Total Overtime Cost

Without the U.S. Open Included



Overtime #12

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Overtime Update: DOT Departmental Summary of Events

FY11 Overtime Budget	FY11 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
\$4,002,541	\$7,130,963 Estimates (\$145,526**)	178.2% Estimates	26.1 PP (100% of FY – estimated last 2 PP's)
Special expenditures not included in DOT's budget above			
Storms	\$2,844,023		
CIP	\$435,224		
Other non-budgeted	\$930,256		

Developments in overtime use and management

- Ride On has made progress in hiring new drivers, currently 29 positions remain vacant but 18 are in training and 14 more have been made offers for training (10 retired effective July 1)
- Total overtime in DOT, except Transit, is lower in FY 11 than FY 10
- Transit overtime was 5% above FY 10



**U.S. Open overtime included above

Overtime #12

8/23/2011

CountyStat

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Overtime Update: DOT

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	50,225	59,650	71,003	18.8%	19.0%	41.4%
Quarter 2 10/1 to 12/31	67,839	112,627	92,062	66.0%	-17.6%	36.9%
Quarter 3 1/1 to 3/31	59,399	134,676	95,238	126%	-29.3%	60.3%
Quarter 4 4/1 to 6/30	50,973	53,595	63,175	5.1%	17.9%	23.9%
Total	228,436	360,548	321,478	57.8%	-10.6%	41.1%

Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB. Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.) Pay periods that cross quarters have been prorated between the two quarters.



Overtime Update: DOT

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	\$1,753,396	\$2,052,442	\$2,480,312	17.1%	20.8%	41.5%
Quarter 2 10/1 to 12/31	\$2,285,151	\$3,934,495	\$3,147,992	72.2%	-19.0%	39.5%
Quarter 3 1/1 to 3/31	\$2,089,322	\$5,020,018	\$3,391,148	140%	-32.4%	62.3%
Quarter 4 4/1 to 6/30	\$1,755,396	\$1,858,452	\$2,177,289	5.9%	17.7%	24.0%
Total	\$7,883,265	\$12,865,407	\$11,236,151	63.2%	-12.7%	42.5%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.



Overtime Update: DOT

Overtime Pay as a Percent of Total County Salary

Number of Employees in Each Range*

Range	Pro-rated Total County Salary**				Total County Salary (FY11-Q4)
	FY10-Q3	FY11-Q1	FY11-Q3	FY11-Q4	
0-25%	782 64%	779 65%	772 64.9%	840 68.6%	1141 93.1%
26-50%	183 15%	338 28%	185 15.6%	320 26.1%	83 6.8%
51-75%	84 6.90%	63 5.29%	195 16.4%	54 4.4%	1 .01%
76%+	175 14%	10 0.84%	37 3.11%	11 0.9%	0
Average %	28.20%	19.85%	23.80%	18.30%	9.85%
Total employees	1,224	1,190	1,198	1225	1225

So far in calendar year 2011, the average DOT employee earned overtime worth 9.85% of the value of their total county salary.



*Regular, full-time employees who were actively employed.

** Overtime earnings as a percent of total county salary earned so far as of 7/2/2011 Pay

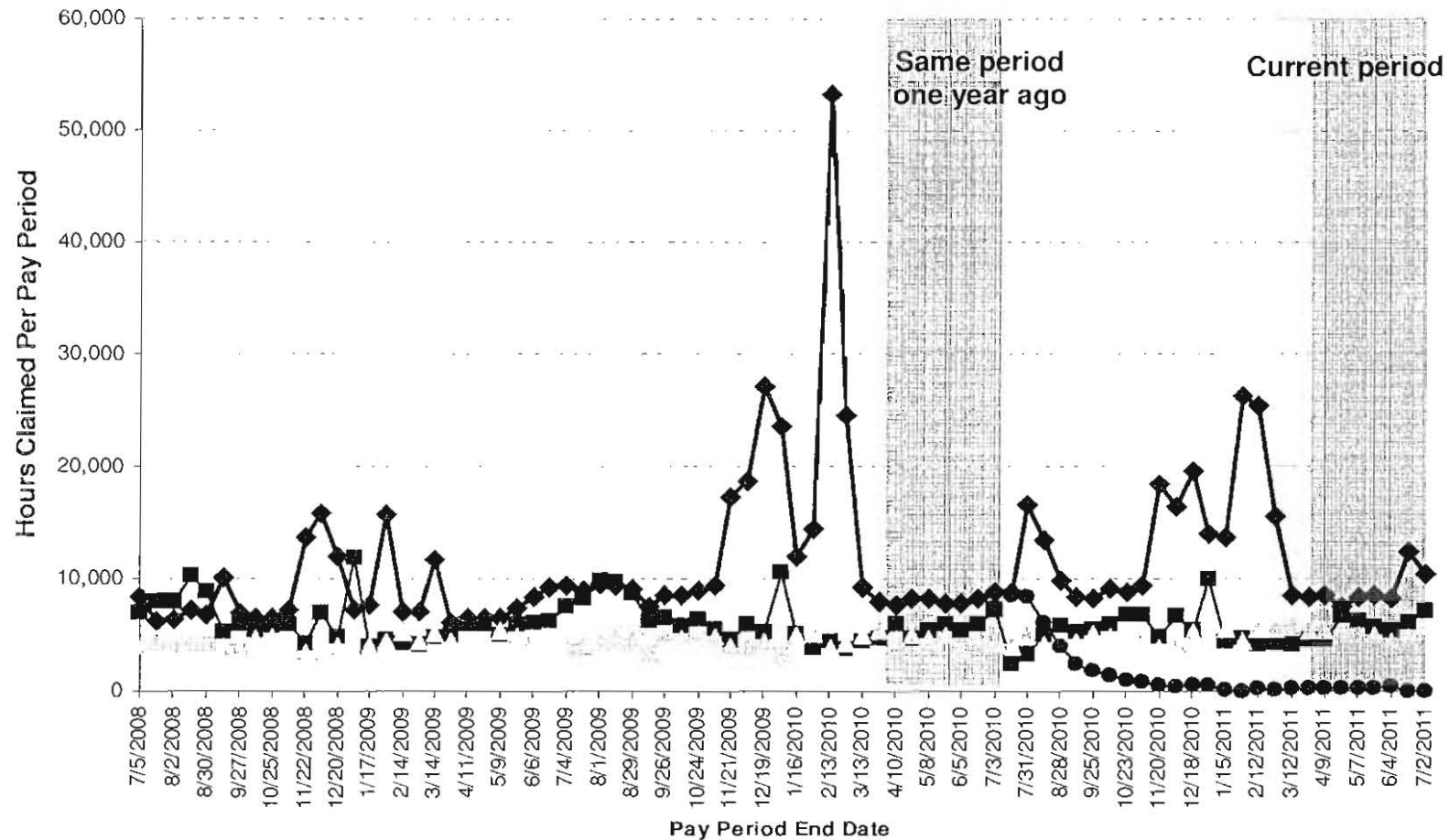
Period Overtime #12

8/23/2011

CountyStat

Overtime Update: DOT

Total Overtime, Annual Leave, and Sick Leave Hours



◆ Total overtime hours (OTP and OT2)
 ▲ Total hours of sick leave (SKL and FSL)

■ Total hours of annual leave (ANL)
 ● Total hours of furlough (FUR)

Note: Starting in FY11 Q1, CountyStat will be tracking furlough hours in addition to the leave already tracked.

Overtime #12

8/23/2011

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Overtime Update: DOT Overtime Related to Storms and Leafing



Overtime #12

◆ Regular

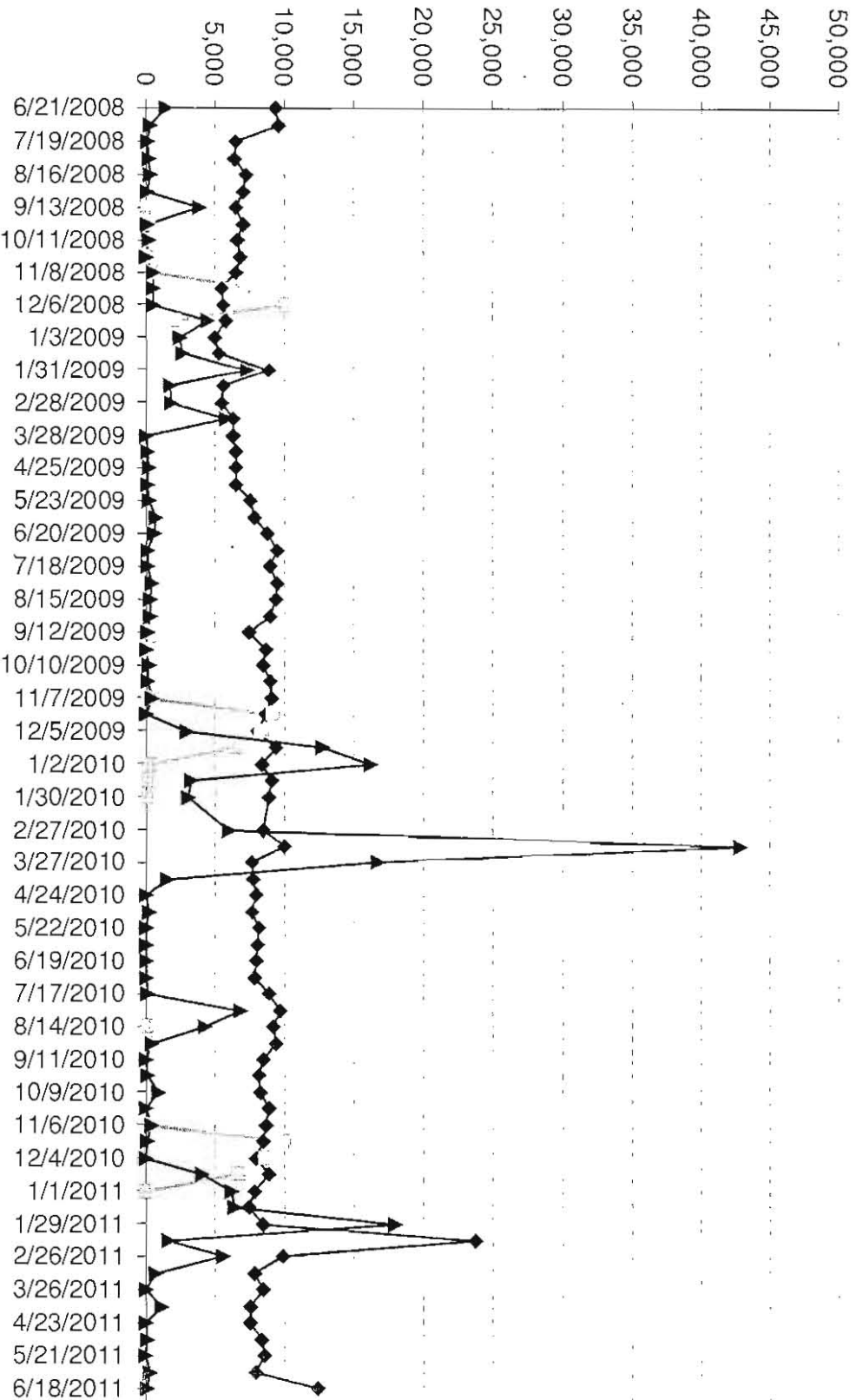
▲ Leafing

▲ Storms

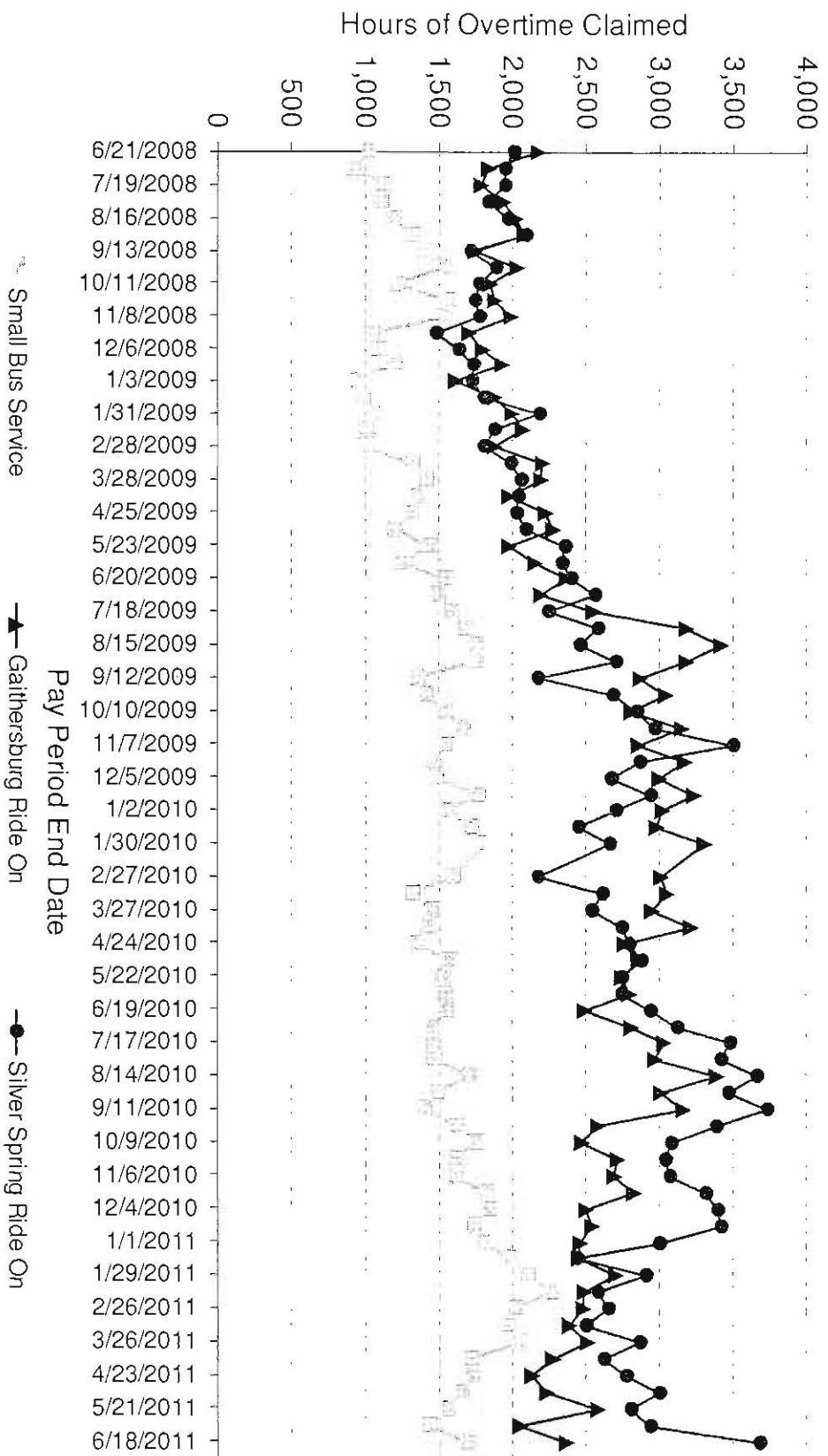
Pay Period End Date

County/State

Hours of Overtime Claimed



Overtime Update: DOT Overtime Related to Transit Operations



Small Bus Service began in March 2008.

This chart was created using all payroll charges made to section codes: 508003, 508004, 508010.

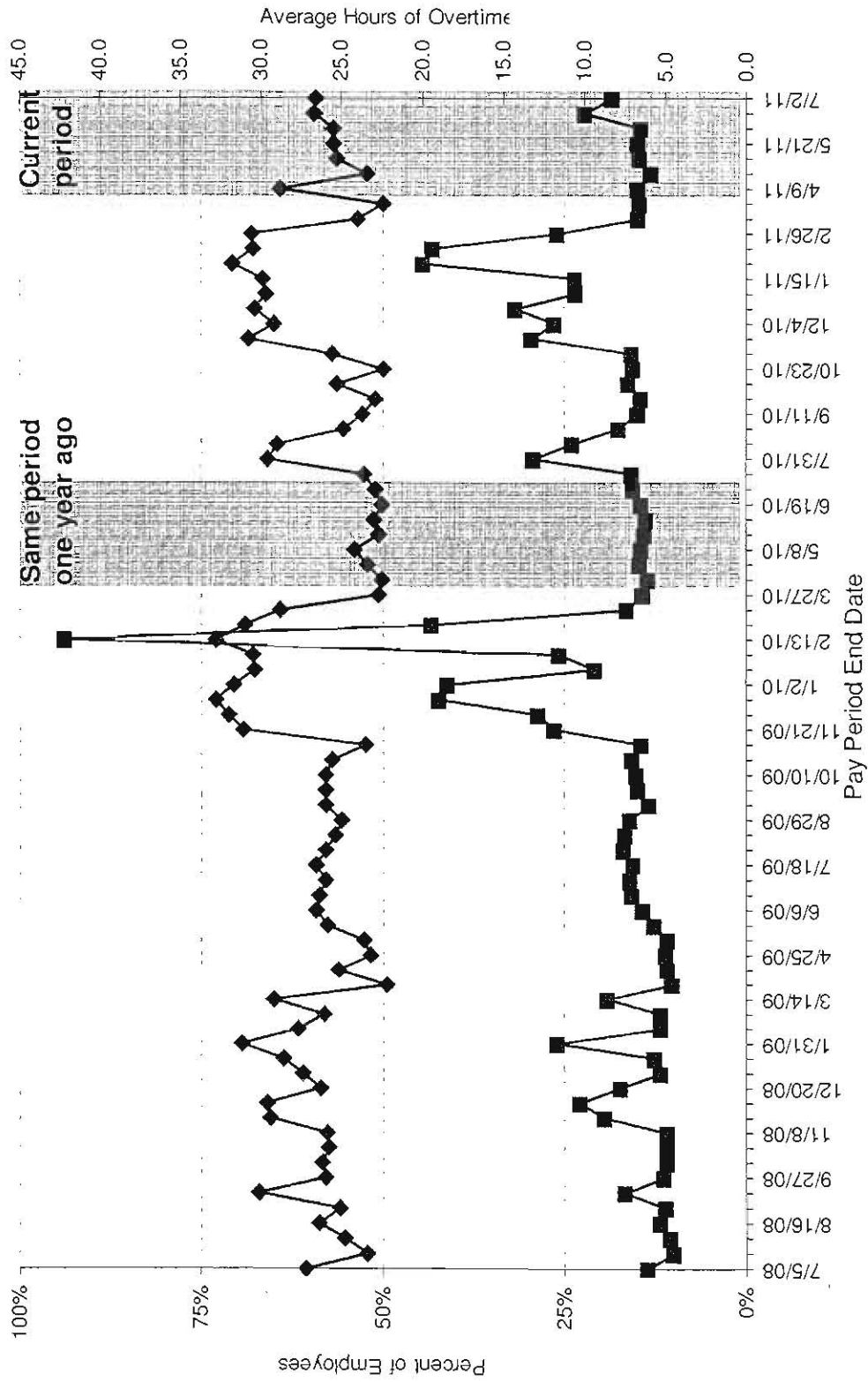
Overtime #12

8/23/2011

CountyStat



Overtime Update: DOT Percent of Employees with Overtime and Average Hours



Overtime #12

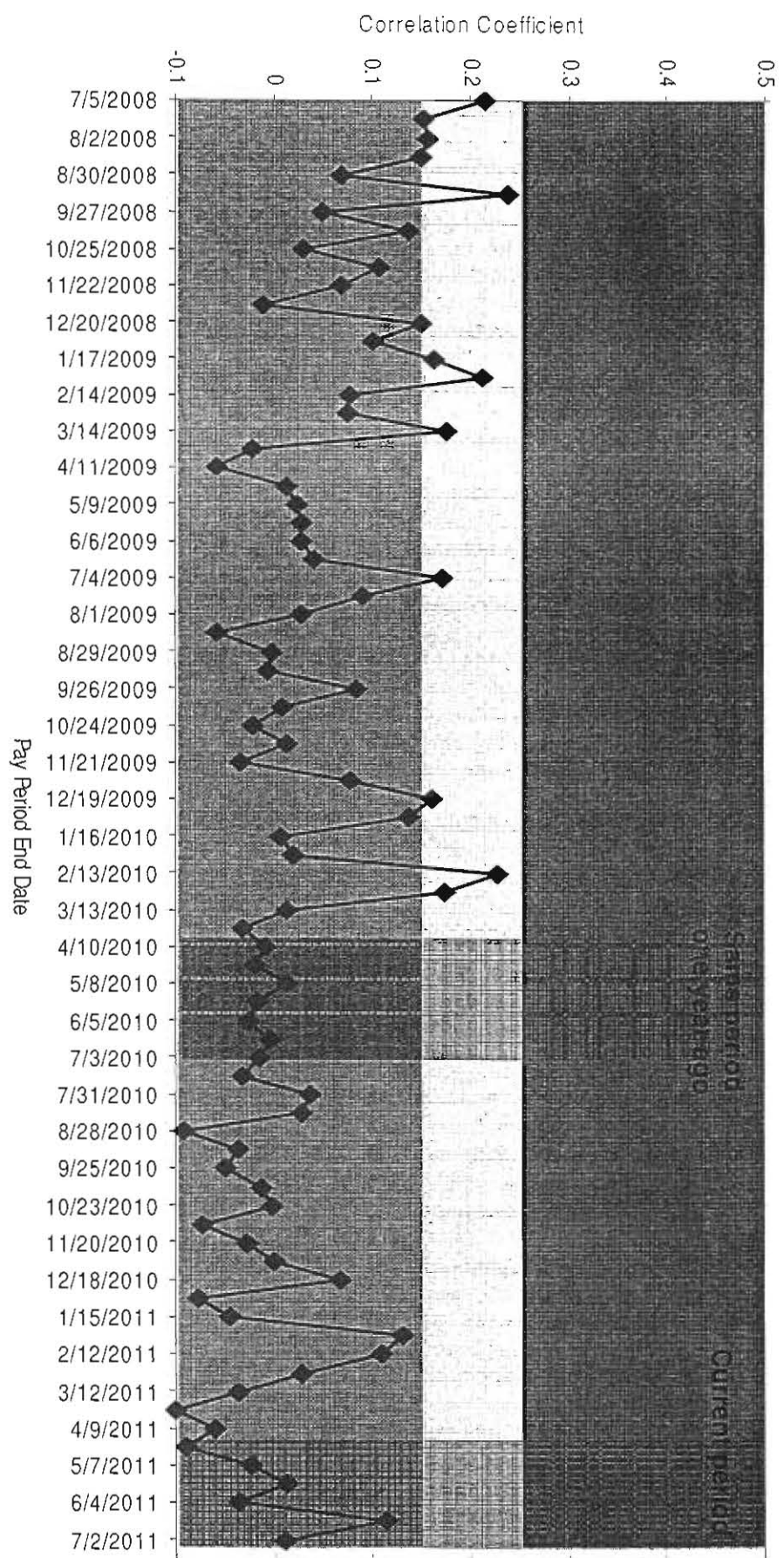
CountyStat

8/23/2011

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Overtime Update: DOT Correlation Between Hourly Wage and Number of OT Hours

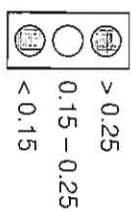


The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.

Overtime #12

8/23/2011

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Overtime Update: DOT Total Overtime Cost

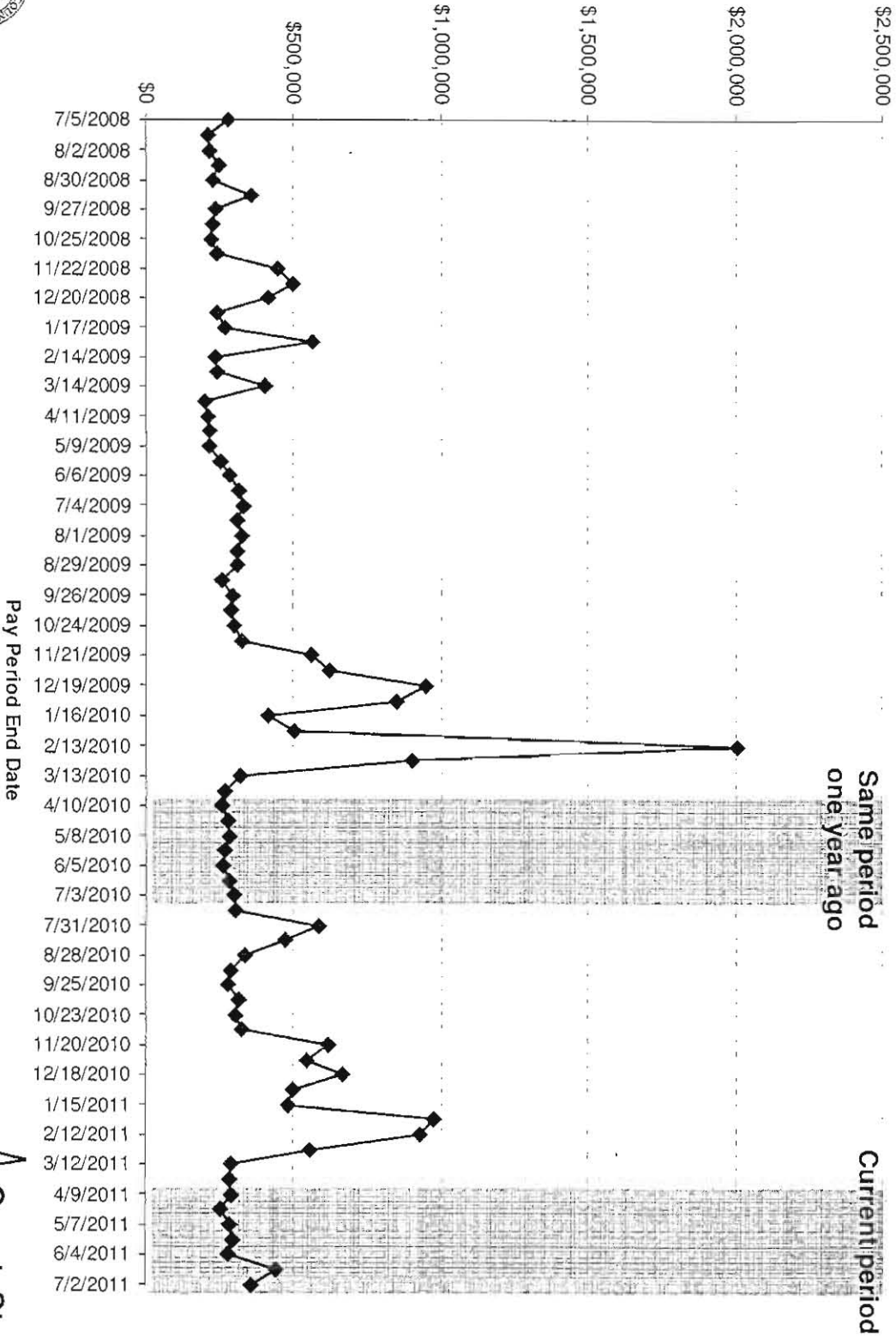


Overtime #12

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CountyStat

Overtime Cost Per Pay Period



Overtime Update: DOCR Departmental Summary of Events

FY11 Overtime Budget	FY11 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
Other Overtime: \$1,916,284	\$2,763,951 Estimates	80% Estimates	26.1 (100% of FY – estimated last 2 PP's)
Lunch/roll call: \$1,537,040	\$1,382,404 Estimates	40% Estimates	
Total Budget \$3,453,324	\$4,146,355 Estimates	120% Estimates	

Developments in overtime use and management

- In FY11 DOCR had vacancies in “unfunded” positions in addition to vacancies due to retirements, terminations, separations, extended medical and military leave that impacted OT (Backfill) use.
- Positions were also held vacant in anticipation of the RIFF process.
- Furloughs and related Supplemental Compensatory Leave resulted in unprecedented OT Backfill.
- Utilization of Net Annual Work Hour (NAWH) analysis and Custody & Security Staff Deployment (CSSD) tools in addition to MCTime (monitoring of high OT Earners) helped minimize and manage OT use.
- DOCR seeks to obtain Scheduling Software (Kronos) to enhance scheduling effectiveness.



Overtime Update: DOCR

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	25,115	20,040	14,661	-20.2%	-26.8%	-41.6%
Quarter 2 10/1 to 12/31	22,915	18,729	24,002	-18.3%	28.2%	4.7%
Quarter 3 1/1 to 3/31	17,842	18,292	17,659	2.5%	-3.5%	-1.0%
Quarter 4 4/1 to 6/30	19,325	15,338	25,407	-20.0%	65.7%	31.5%
Total	85,197	72,398	81,729	-15.0%	12.9%	-4.1%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.



Overtime Update: DOCR

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	\$1,095,982	\$933,425	\$657,313	-14.8%	-29.6%	-40.0%
Quarter 2 10/1 to 12/31	\$997,617	\$883,059	\$1,060,477	-11.5%	20.1%	6.3%
Quarter 3 1/1 to 3/31	\$785,544	\$879,842	\$793,563	12.0%	-9.8%	-1.0%
Quarter 4 4/1 to 6/30	\$879,090	\$699,588	\$1,147,116	-20.4%	64.0%	30.5%
Total	\$3,758,233	\$3,395,914	\$3,658,469	-9.6%	7.7%	-2.7%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.



Overtime Update: DOCR

Overtime Pay as a Percent of Total County Salary

Number of Employees in Each Range*

Range	Pro-rated Total County Salary**				Total County Salary (FY11-Q4)
	FY10-Q2	FY10-Q3	FY11-Q3	FY11-Q4	
0-25%	488 92%	472 91%	457 90.3%	446 88.1%	489 96.6%
26-50%	37 7.00%	39 7.51%	41 8.10%	45 8.9%	14 2.8%
51-75%	1 0.20%	6 1.16%	6 1.19%	9 1.8%	3 0.6%
76%+	2 0.40%	2 0.39%	2 0.40%	6 1.2%	0
Average %	11.00%	11.26%	11.02%	12.32%	6.63%
Total employees	528	519	506	506	506

So far in calendar year 2011, the average DOCR employee earned overtime worth 6.63% of the value of their total county salary.



*Regular, full-time employees who were actively employed.

** Overtime earnings as a percent of total county salary earned so far as of 7/2/2011 Pay

Period

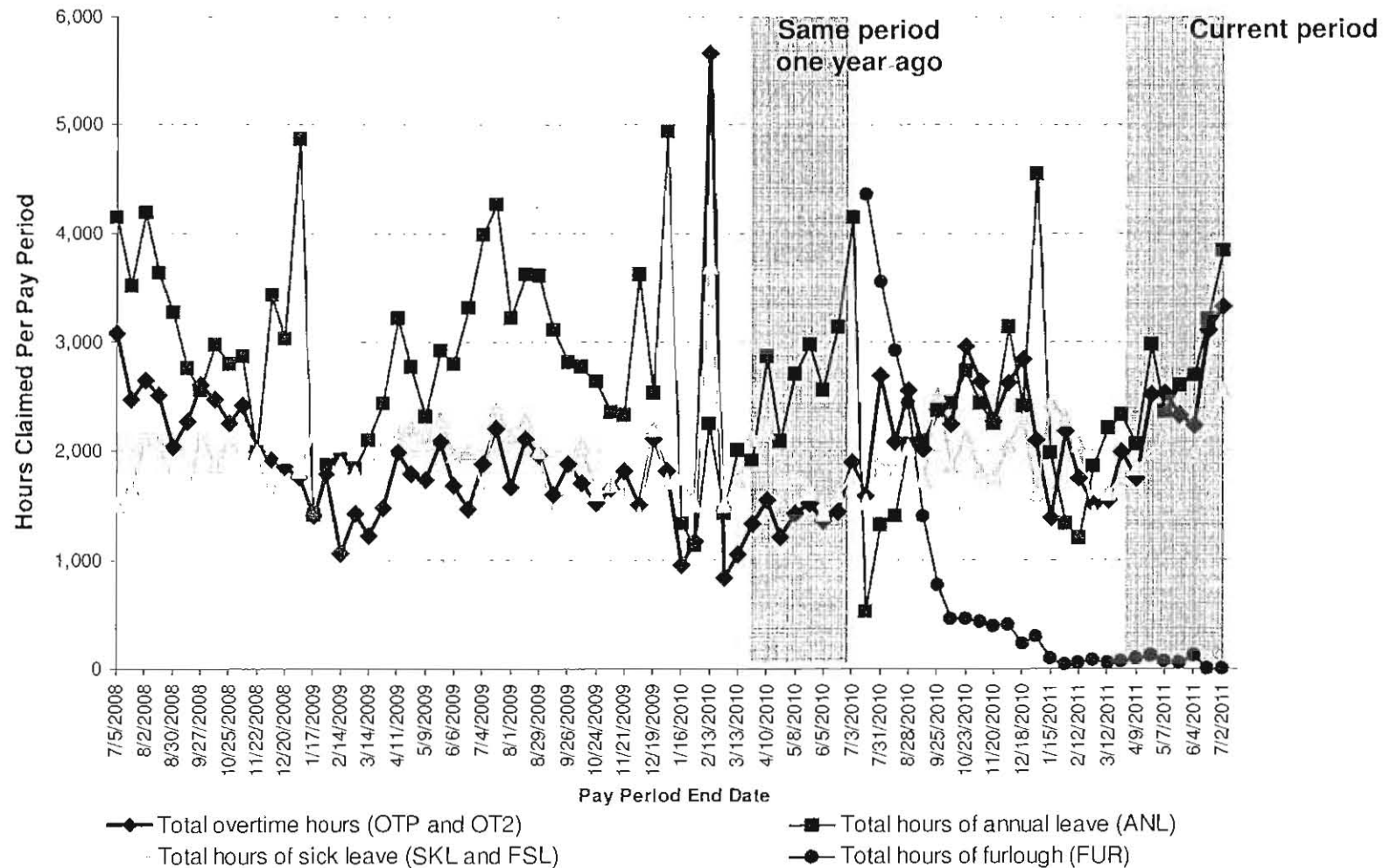
Overtime #12

8/23/2011

CountyStat

Overtime Update: DOCR

Total Overtime, Annual Leave, and Sick Leave Hours



Note: Starting in FY11 Q1, CountyStat will be tracking furlough hours in addition to the leave already tracked.

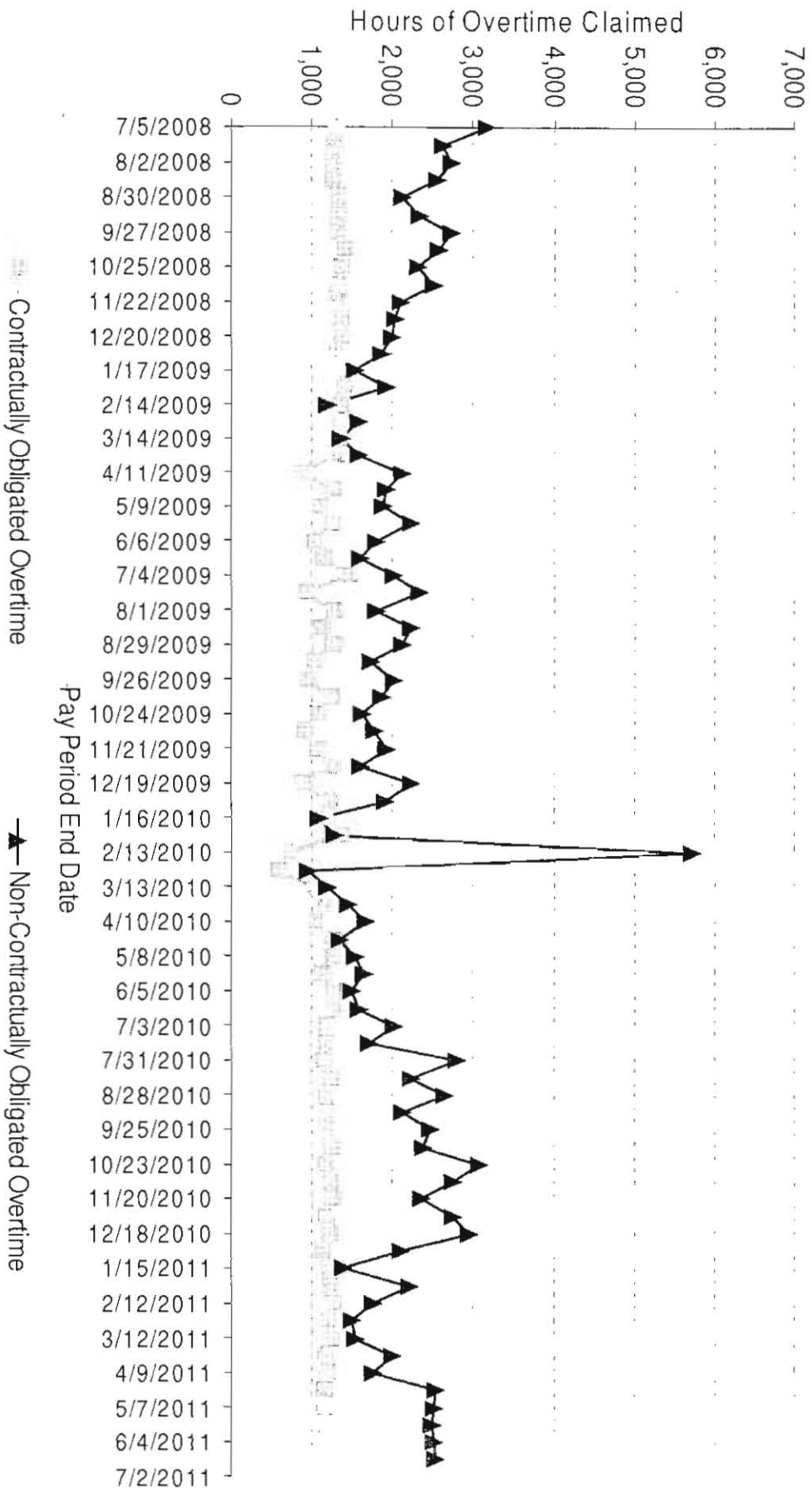
Overtime #12

8/23/2011

CountyStat

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Overtime Update: DOCR **Overtime Related to Contractual Obligations**



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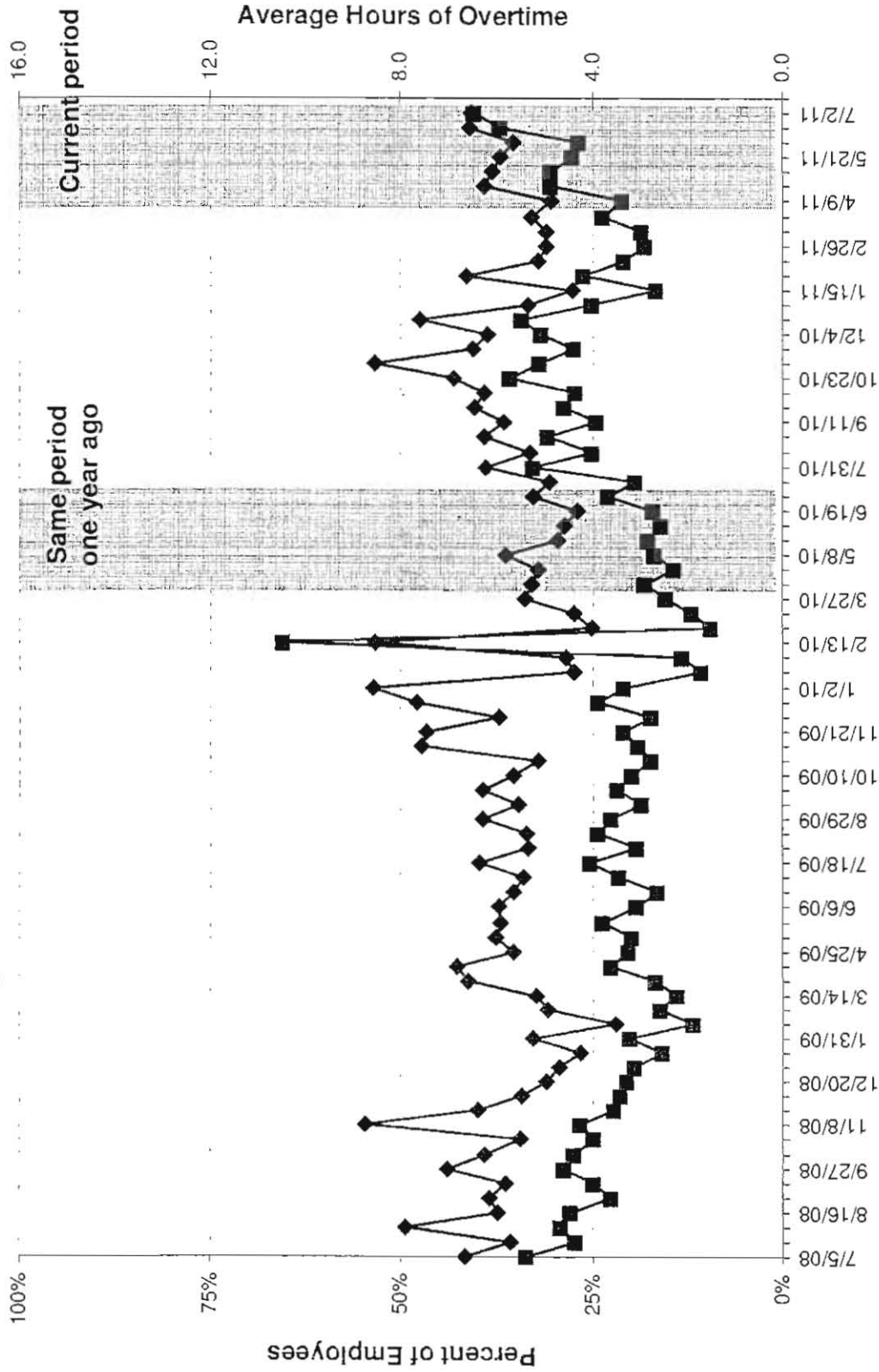
Overtime #12

8/23/2011

CountyStat

Overtime Update: DOCR

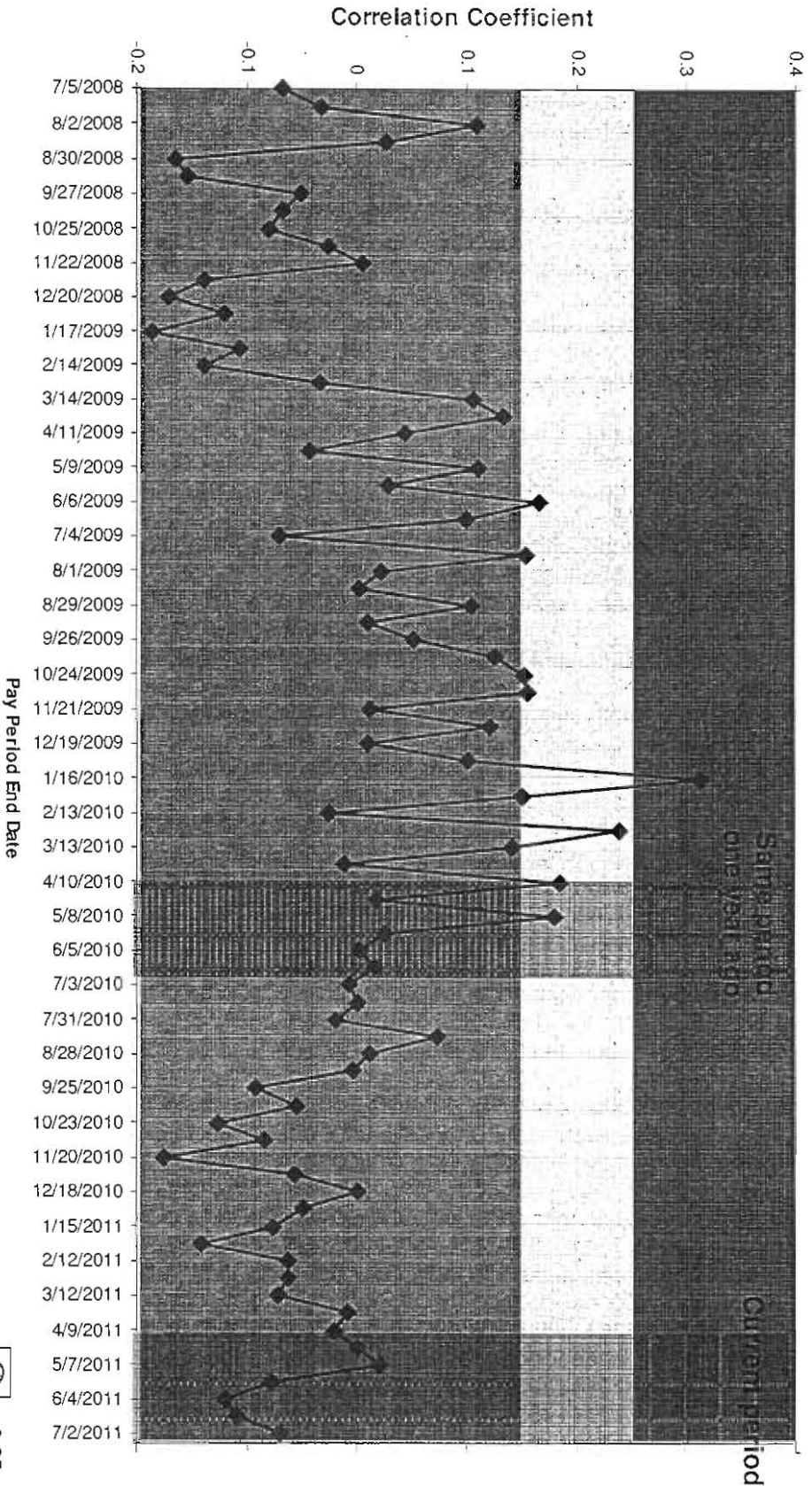
Percent of Employees with Overtime and Average Hours



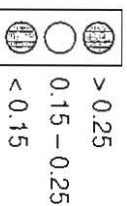
CountyStat

Over —◆— % that claimed overtime —■— Average overtime hours per employee

Overtime Update: DOCR Correlation Between Hourly Wage and Number of OT Hours



The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.



Overtime #12

8/23/2011

CountyStat

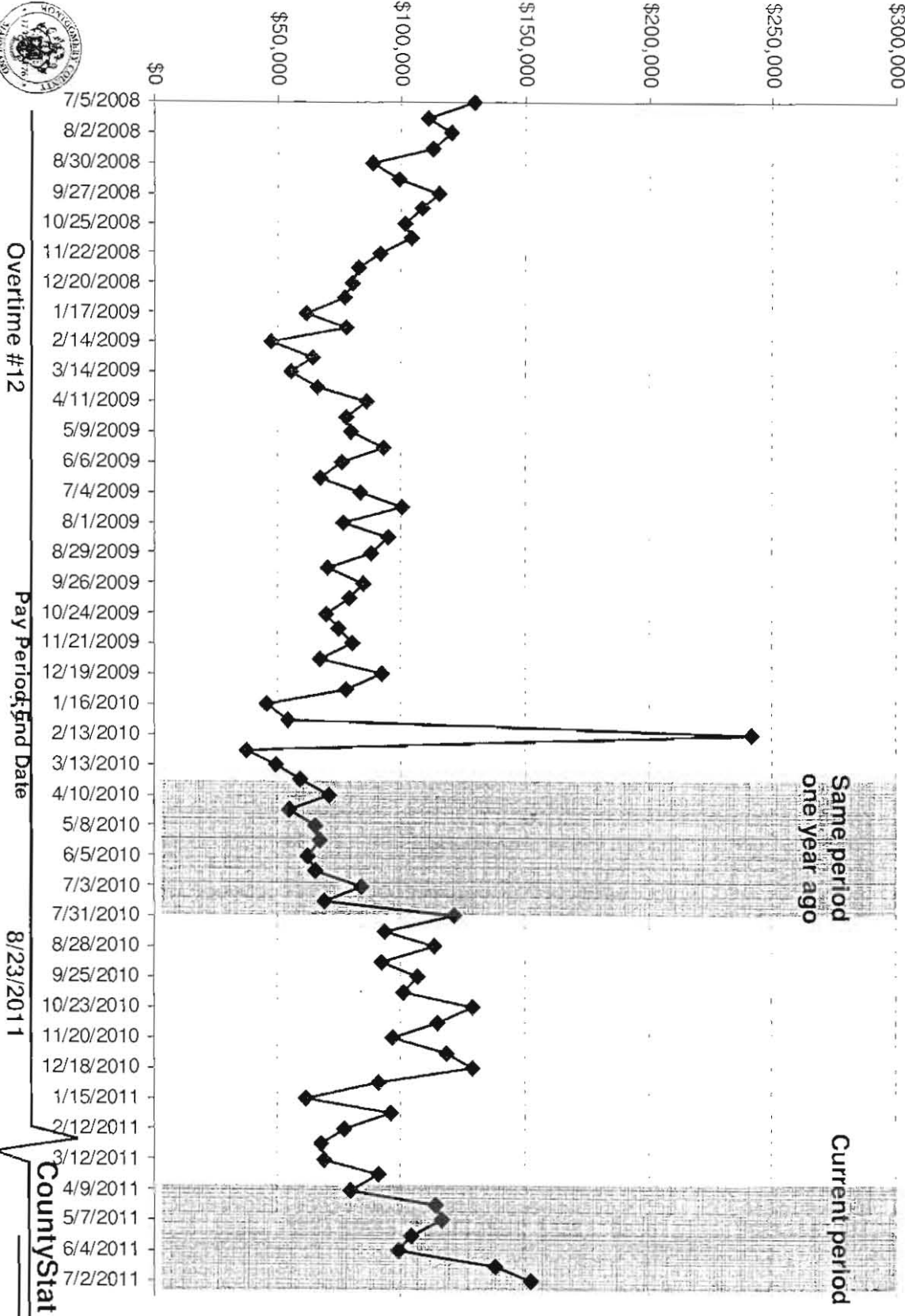


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Overtime Cost Per Pay Period

Overtime Update: DOCR
Total Overtime Cost



MEMORANDUM

8/23/2011

TO: Art Wallenstein, Director, Department of Correction and Rehabilitation
Art Holmes, Director, Department of Transportation
Richard Bowers, Fire Chief, Montgomery County Fire and Rescue Service
Tom Manger, Police Chief, Montgomery County Police Department
Jennifer Hughes, Director, Office of Management and Budget
FROM: Chris Cihlar, CountyStat Manager
SUBJECT: Overtime #12

The following items were identified for follow-up during the 8/23/2011 CountyStat meeting:

1. Determine how overall departmental personnel budgets have changed over time. What should overtime budgets and ideal staff numbers be.

Responsible parties: CountyStat
Other parties involved: DOCR, DOT, MCFRS, MCPD
Deadline: 10/21/2011

cc: Timothy Firestine, Chief Administrative Officer
Fariba Kassiri, Assistant Chief Administrative Officer

Managing Overtime by Hiring More Employees: Cost of New Employee vs. Overtime

Rank	Average Base Salary	Average Benefits	Start-up and Annual Costs	Total Cost of New Position	Average Overtime Wage	Net Annual Work Hours	Add'l FICA and Medicare	Total Cost of Overtime
Asst. Chief	\$123,354	\$82,063	\$2,000	\$207,417	\$56.61	1,912.5	\$1,570	\$109,845
Battalion Chief	\$111,396	\$77,181	\$2,000	\$190,577	\$51.15	1,912.5	\$1,419	\$99,250
Captain	\$97,189	\$64,065	\$2,000	\$163,254	\$64.20	1,912.5	\$9,393	\$132,178
Lieutenant	\$81,832	\$51,529	\$2,000	\$135,361	\$52.16	1,696.7	\$6,770	\$95,270
Master F/R	\$73,879	\$49,746	\$2,000	\$125,625	\$47.01	1,862.7	\$6,699	\$94,273
F/R III	\$62,511	\$40,278	\$2,000	\$104,789	\$39.31	1,955.5	\$5,881	\$82,756
F/R II	\$46,685	\$32,058	\$2,000	\$80,743	\$28.36	1,955.5	\$4,243	\$59,710
F/R I	\$40,007	\$25,981	\$24,000	\$89,988	\$25.97	1,955.5	\$3,886	\$54,678

